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COUNTY OF LOS ANGELES

MARVIN J. SOUTHARD, D.S.W.
Director

ROBIN KAY, Ph.D.
Acting Chief Deputy Director

RODERICK SHANER, M.D.
Medical Director



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DEPARTMENT OF MENTAL HEALTH

<http://dmh.lacounty.info>

550 SOUTH VERMONT AVENUE, LOS ANGELES, CALIFORNIA 90020

Reply To: (213) 738-4601
Fax: (213) 386-1297

July 1, 2007

TO: Each Supervisor

FROM: Marvin J. Southard, D.S.W.
Director of Mental Health

SUBJECT: **MENTAL HEALTH SERVICES ACT SKID ROW SERVICES – QUARTERLY
REPORT JULY 2007**

This is in response to your Board's April 3, 2007 motion instructing the Department of Mental Health (DMH) to take several actions related to efforts to reduce homelessness in Skid Row in coordination with communities outside of Skid Row.

Your Board instructed DMH to provide a quarterly progress report on the Mental Health Services Act (MHSA) community-based services and supports planned for Skid Row including:

- Progress on implementation of programs planned for Skid Row, including Service Area Navigator Teams, Crisis Resolution Services, Full Service Partnerships, Wellness Centers, and the development of housing options;
- Tracking outcome measures for MHSA funded programs in the Skid Row area; and
- Tracking the number of clients who refuse medical treatment for alcohol and drug abuse.

The attached report describes the status of new programs in the Skid Row area. We will continue to provide quarterly reports, as instructed.

MJS:TB:MM:LAH:oc

Attachment

c: Sachi A. Hami, Executive Officer

LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH

MENTAL HEALTH SERVICES ACT
SKID ROW SERVICES PROGRESS REPORT

July 1, 2007

On April 3, 2007, the Board of Supervisors approved the Department of Mental Health's (DMH) request to utilize Mental Health Services Act (MHSA) funding to implement the following programs:

- Crisis Resolution Service (CRS) at the Downtown Mental Health Center (DMHC) that will provide short term, intensive, mental health and supportive services, including comprehensive assessment.
- Skid Row Management Team to provide overall administration, management and coordination of existing services, and the development of new services in collaboration with local stakeholder planning groups.
- Contracted Wellness Center for the Skid Row area to serve individuals who no longer require intensive mental health services. The Department will issue a Request For Services and will return to the Board for approval when a contractor has been selected for recommendation.

DMH MHSA funded services in the Skid Row area serve individuals in need of integrated mental health services and supports. New services provided include a Full Service Partnership (FSP) program and a Service Area Navigator Team (SANT). In addition, in Fiscal Year 2007-2008 DMH is planning to implement a directly operated Wellness Center in the Skid Row area.

Full Service Partnerships

The DMHC FSP program, implemented in December 2006, will serve 180 consumers at any given time. Currently, 75 individuals are enrolled in the FSP program, and we anticipate that the program will be fully enrolled by the end of the calendar year. The outcomes described below indicate the DMHC FSP program has already been extremely successful in its efforts to reduce homelessness and incarcerations.

- 98% decrease in days of homelessness in the year prior to enrollment compared with the period since enrollment in the program
- 84% decrease in days of incarceration in the year prior to enrollment compared with the period since enrollment in the program

- 5% increase in the days of hospitalization for psychiatric reasons in the year prior to enrollment compared with the period since enrollment in the program

Increased rates of hospitalization may be the result of the DMHC FSP program providing outreach and engagement services to individuals who had been seriously underserved prior to enrollment in the program. These persons may require hospitalization for stabilization to be successfully reintegrated into the community.

Service Area Navigator Teams (SANT)

The SANT in Service Area (SA) 4, which includes DMHC and the Skid Row area, assists individuals of all ages in need of mental health and other supportive services to access the appropriate level and type of services. SANT has been developing linkages with various community-based organizations in order to refer individuals in the Skid Row area to an array of services. SANT services include:

- Outreach and engagement for individuals, families and community based agencies to enhance access to mental health services
- Participation in SA Impact Units that enroll individuals into mental health programs such as FSPs, Assertive Community Treatment (ACT) programs or Assembly Bill 2034 Programs, or provide linkage to other community-based programs

Currently, SANT is linking individuals to newly implemented FSPs that enable persons in need of these intensive, integrated services to access them in a timely manner. Since implementation in January 2007, SANT has:

- Received over 350 referrals for adults and young adults from throughout the SA for outreach, engagement and enrollment into FSP or one of the other intensive programs
- Received over 176 referrals from various sources in the Skid Row area such as DMHC and the Union Rescue Mission
- Enrolled approximately 100 individuals living in the Skid Row area in a FSP, ACT, or other program

Some of the outcomes of efforts in the Skid Row area include:

- One hundred (100) clients enrolled in either FSPs or other intensive programs (e.g. Assertive Community Treatment and Assembly Bill 2034) have been successfully housed in permanent housing/long-term housing with the assistance of the program or are applying for permanent/long-term housing. Mental health staff assist in the completion of housing applications, help people to enter shelter care until permanent/long-term housing is found, assist in obtaining benefits to pay for housing and assist in identifying housing locations.
- Thirty-five (35) clients referred for services have refused services or have been determined to need other levels of care or types of services.
- Forty (40) individuals residing in the Skid Row area are currently receiving outreach and engagement services.

Housing Trust Fund

A Countywide Housing Trust Fund has been established to support the development of new permanent supportive housing for people with psychiatric disabilities. The Housing Trust Fund will provide funds for on-site supportive services and/or project-based operating subsidies for supportive housing projects and scattered site supportive services for shared housing projects. The DMH Director has appointed a Housing Trust Fund Advisory Board which serves as an official advisory body to DMH on all MHSA housing initiatives. This body has finalized its funding criteria and priorities recommendations to DMH which will be used to inform and assist the Department in making decisions. The Department is in the process of developing a Housing Trust Fund Request for Proposals which is projected to be released in September, 2007.

Crisis Resolution Services/Skid Row Management Team

DMH has been working with Chief Administrative Office Classification Compensation representatives to develop Crisis Resolution Services and the Skid Row Management Team. Pending implementation, the Department has appointed an Acting District Chief to coordinate the transition from SA wide leadership to local management oversight. The Acting District Chief has met with local Skid Row stakeholder groups, including the Skid Row Community Advisory Board and the Skid Row Homeless Healthcare Initiative to facilitate community service planning that will ensure an integrated health delivery system in the Skid Row area including primary health, substance abuse treatment and mental health services. The Department has also appointed a Chief of Medical Services to the Skid Row Management Team to aid in this effort.

The Department continues to develop additional outcome measures and tracking. The collection of data related to persons who refuse medical treatment for drug and alcohol abuse will be tracked in the next quarter.

Significant progress has been made during this quarter towards the goals of reducing homelessness and incarceration while promoting recovery and community reintegration for persons in need of mental health services and supports in Skid Row. The Department will continue to provide progress reports as instructed.

COUNTY OF LOS ANGELES

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Director

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550 SOUTH VERMONT AVENUE, LOS ANGELES, CALIFORNIA 90020

Reply To: (213) 738-4601
Fax: (213) 386-1297

July 1, 2007

TO: Each Supervisor

FROM: Marvin J. Southard, D.S.W.
Director of Mental Health

SUBJECT: **MENTAL HEALTH SERVICES ACT SKID ROW SERVICES – QUARTERLY
REPORT JULY 2007**

This is in response to your Board's April 3, 2007 motion instructing the Department of Mental Health (DMH) to take several actions related to efforts to reduce homelessness in Skid Row in coordination with communities outside of Skid Row.

Your Board instructed DMH to provide a quarterly progress report on the Mental Health Services Act (MHSA) community-based services and supports planned for Skid Row including:

- Progress on implementation of programs planned for Skid Row, including Service Area Navigator Teams, Crisis Resolution Services, Full Service Partnerships, Wellness Centers, and the development of housing options;
- Tracking outcome measures for MHSA funded programs in the Skid Row area; and
- Tracking the number of clients who refuse medical treatment for alcohol and drug abuse.

The attached report describes the status of new programs in the Skid Row area. We will continue to provide quarterly reports, as instructed.

MJS:TB:MM:LAH:oc

Attachment

c: Sachi A. Hami, Executive Officer

LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH

MENTAL HEALTH SERVICES ACT
SKID ROW SERVICES PROGRESS REPORT

July 1, 2007

On April 3, 2007, the Board of Supervisors approved the Department of Mental Health's (DMH) request to utilize Mental Health Services Act (MHSA) funding to implement the following programs:

- Crisis Resolution Service (CRS) at the Downtown Mental Health Center (DMHC) that will provide short term, intensive, mental health and supportive services, including comprehensive assessment.
- Skid Row Management Team to provide overall administration, management and coordination of existing services, and the development of new services in collaboration with local stakeholder planning groups.
- Contracted Wellness Center for the Skid Row area to serve individuals who no longer require intensive mental health services. The Department will issue a Request For Services and will return to the Board for approval when a contractor has been selected for recommendation.

DMH MHSA funded services in the Skid Row area serve individuals in need of integrated mental health services and supports. New services provided include a Full Service Partnership (FSP) program and a Service Area Navigator Team (SANT). In addition, in Fiscal Year 2007-2008 DMH is planning to implement a directly operated Wellness Center in the Skid Row area.

Full Service Partnerships

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- Participation in SA Impact Units that enroll individuals into mental health programs such as FSPs, Assertive Community Treatment (ACT) programs or Assembly Bill 2034 Programs, or provide linkage to other community-based programs

Currently, SANT is linking individuals to newly implemented FSPs that enable persons in need of these intensive, integrated services to access them in a timely manner. Since implementation in January 2007, SANT has:

- Received over 350 referrals for adults and young adults from throughout the SA for outreach, engagement and enrollment into FSP or one of the other intensive programs
- Received over 176 referrals from various sources in the Skid Row area such as DMHC and the Union Rescue Mission
- Enrolled approximately 100 individuals living in the Skid Row area in a FSP, ACT, or other program

Some of the outcomes of efforts in the Skid Row area include:

- One hundred (100) clients enrolled in either FSPs or other intensive programs (e.g. Assertive Community Treatment and Assembly Bill 2034) have been successfully housed in permanent housing/long-term housing with the assistance of the program or are applying for permanent/long-term housing. Mental health staff assist in the completion of housing applications, help people to enter shelter care until permanent/long-term housing is found, assist in obtaining benefits to pay for housing and assist in identifying housing locations.
- Thirty-five (35) clients referred for services have refused services or have been determined to need other levels of care or types of services.
- Forty (40) individuals residing in the Skid Row area are currently receiving outreach and engagement services.

Housing Trust Fund

A Countywide Housing Trust Fund has been established to support the development of new permanent supportive housing for people with psychiatric disabilities. The Housing Trust Fund will provide funds for on-site supportive services and/or project-based operating subsidies for supportive housing projects and scattered site supportive services for shared housing projects. The DMH Director has appointed a Housing Trust Fund Advisory Board which serves as an official advisory body to DMH on all MHSA housing initiatives. This body has finalized its funding criteria and priorities recommendations to DMH which will be used to inform and assist the Department in making decisions. The Department is in the process of developing a Housing Trust Fund Request for Proposals which is projected to be released in September, 2007.

Crisis Resolution Services/Skid Row Management Team

DMH has been working with Chief Administrative Office Classification Compensation representatives to develop Crisis Resolution Services and the Skid Row Management Team. Pending implementation, the Department has appointed an Acting District Chief to coordinate the transition from SA wide leadership to local management oversight. The Acting District Chief has met with local Skid Row stakeholder groups, including the Skid Row Community Advisory Board and the Skid Row Homeless Healthcare Initiative to facilitate community service planning that will ensure an integrated health delivery system in the Skid Row area including primary health, substance abuse treatment and mental health services. The Department has also appointed a Chief of Medical Services to the Skid Row Management Team to aid in this effort.

The Department continues to develop additional outcome measures and tracking. The collection of data related to persons who refuse medical treatment for drug and alcohol abuse will be tracked in the next quarter.

Significant progress has been made during this quarter towards the goals of reducing homelessness and incarceration while promoting recovery and community reintegration for persons in need of mental health services and supports in Skid Row. The Department will continue to provide progress reports as instructed.

COUNTY OF LOS ANGELES

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DEPARTMENT OF MENTAL HEALTH

<http://dmh.lacounty.gov>

550 SOUTH VERMONT AVENUE, LOS ANGELES, CALIFORNIA 90020

Reply To: (213) 738-4601
Fax: (213) 386-1297

October 1, 2007

TO: Each Supervisor

FROM: Marvin J. Southard, D.S.W. *Marvin J. Southard (RK)*
Director of Mental Health

SUBJECT: **MENTAL HEALTH SERVICES ACT (MHSA) SKID ROW SERVICES –
QUARTERLY REPORT**

In response to your Board's April 3, 2007 motion instructing the Department of Mental Health (DMH) to take several actions related to efforts to reduce homelessness in Skid Row in coordination with communities outside of Skid Row, attached is the second progress report on the Mental Health Services Act (MHSA) community-based services and supports planned for Skid Row.

We will continue to provide quarterly reports, as instructed.

MJS:TB:MM:LH:bjj

Attachment

c: Chief Executive Officer
Deputy, Chief Executive Officer
Executive Officer, Board of Supervisors
County Counsel

"To Enrich Lives Through Effective And Caring Service"

LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH

MENTAL HEALTH SERVICES ACT
SKID ROW SERVICES PROGRESS REPORT

October 1, 2007

On April 3, 2007, the Board of Supervisors approved the Department of Mental Health's (DMH) request to utilize Mental Health Services Act (MHSA) funding to implement the following programs:

- Crisis Resolution Service (CRS) at the Downtown Mental Health Center (DMHC) that will provide short term, intensive, mental health and supportive services, including comprehensive assessment.
- Skid Row Management Team (SRMT) to provide overall administration, management and coordination of existing services, and the development of new services in collaboration with local stakeholder planning groups.
- Contracted Wellness Center for the Skid Row area to serve individuals who no longer require intensive mental health services. The Department will issue a Request for Services this month, and will return to the Board for approval when a contractor has been selected for recommendation.
- Directly Operated Wellness Center in the Skid Row area will be implemented during Fiscal Year 2007-2008. This program will serve clients that have reached a higher level of wellness and recovery and require additional, ongoing supports to sustain those gains, and to further integrate into the community.

DMH MHSA funded services in the Skid Row area serve individuals in need of integrated mental health services and supports. New services provided also include a Full Service Partnership (FSP) program and a Service Area Navigator Team (SANT).

Full Service Partnerships (FSP)

The DMHC FSP program, implemented in December 2006, will serve a maximum of 180 consumers at any given time. Currently, 92 individuals are enrolled in the FSP program, and we anticipate that the program will be fully enrolled by the end of the first quarter of the next calendar year. The outcomes described below indicate the DMHC FSP program has already been extremely successful in its efforts to reduce homelessness, incarcerations and acute psychiatric hospitalizations.

- 96% decrease in days of homelessness in the year prior to enrollment compared with the period since enrollment in the program

- 73% decrease in days of incarceration in the year prior to enrollment compared with the period since enrollment in the program.
- 19% decrease in the days of hospitalization for psychiatric reasons in the year prior to enrollment compared with the period since enrollment in the program.

As noted, the outcome data to date clearly reflects the effectiveness of the Assertive Community Treatment (ACT) approach employed by the DMHC FSP Team with a consumer population that had previously faced challenges in accessing and engaging in treatment programs. The result is progress in wellness and recovery efforts and appreciable savings to multiple County department budgets.

Service Area Navigator Teams (SANT)

The SANT in Service Area (SA) 4, which includes DMHC and the Skid Row area, assists individuals of all ages in need of mental health and other supportive services to access the appropriate level and type of services. SANT has been developing linkages with various community-based organizations in order to refer individuals in the Skid Row area to an array of services. SANT services include:

- Outreach and engagement for individuals, families and community based agencies to enhance access to mental health services.
- Participation in SA Impact Units that enroll individuals into mental health programs such as FSPs, ACT or Assembly Bill (AB) 2034 programs, or provide linkage to other community-based services.

Currently, SANT is linking individuals to newly implemented FSPs that enable individuals in need of these intensive, integrated services to access them in a timely manner. Since implementation in January 2007, SANT has:

- Received over three hundred fifty (350) referrals for adults and young adults from throughout the SA for outreach, engagement and enrollment into FSP or one of the other intensive programs. Since July 1, 2007 SANT received an additional one hundred six (106) adults referrals.
- Received over one hundred seventy six (176) referrals from various sources in the Skid Row area such as DMHC and the Union Rescue Mission. Received an additional 81 adult referrals and an additional seventy-eight (78) TAY referrals from the Skid Row area since July 2007.

- Enrolled approximately one hundred (100) individuals living in the Skid Row area in a FSP, ACT, or other programs. Have enrolled an additional eighteen (18) adults and twenty-five (25) TAY in FSP.

Some of the outcomes of efforts in the Skid Row area include:

- One hundred (100) clients enrolled in either FSPs or other intensive programs (e.g. ACT and AB 2034) have been successfully housed in permanent housing/long-term housing with the assistance of the program or are applying for permanent/long-term housing. Mental health staff assist in the completion of housing applications, help people to enter shelter care until permanent/long-term housing is found, assist in obtaining benefits to pay for housing and assist in identifying housing locations.
- Thirty-five (35) clients referred for services have refused services or have been determined to need other levels of care or types of services. An additional 19 adults and an additional 6 TAY have declined FSP services when offered since July 2007.
- Forty (40) individuals residing in the Skid Row area are currently receiving outreach and engagement services. An additional thirty-two (32) adults and seventeen (17) TAY are receiving outreach and engagement services since July 2007.
- An additional two (2) adults and fourteen (14) TAY were referred to other service areas since July 2007.

Housing Trust Fund

A Countywide Housing Trust Fund of \$11.5 million has been established to support the development of new permanent supportive housing for people with psychiatric disabilities. The Housing Trust Fund will provide funds for on-site supportive services and/or project-based operating subsidies for supportive housing projects and scattered site supportive services for shared housing projects. The DMH Director has appointed a Housing Trust Fund Advisory Board which serves as an official advisory body to DMH on all MHSA housing initiatives. In May, 2007 this body finalized its funding criteria and principles recommendations to DMH which will be used to inform and assist the Department in making decisions. The Department is in the process of developing a Housing Trust Fund Request for Proposals which is projected to be released in the fall, 2007.

Housing Development

Single Room Occupancy (SRO) Housing Corporation was recently notified that they have been awarded \$5.2 million through the Governor's Homeless Initiative to develop the Winston Apartments, a 40 unit permanent supportive housing project. The \$5.2 million will include funding for capital development and a capitalized operating reserve. As a condition of funding, the Governor's Homeless Initiative required that local county mental health departments would have to commit MHSA funds for the provision of mental health services or FSP level services for the residents of the funded units. The Department of Mental Health, through DMHC's FSP Program has committed to provide mental health services to jointly outreached residents of the Winston Apartments.

SRO Housing Corporation has secured \$ 14.6 million through various funding sources including Los Angeles Housing Department's Permanent Supportive Housing Program, Los Angeles County's Community Development Commission and Tax Credits for the development of the James Woods Apartments. The James Woods Apartments will include 53 units of which 31 units will be for the special needs population-chronically homeless with a mental illness. DMHC's FSP Program will collaborate with SRO Housing Corporation to provide mental health services for jointly outreached residents of the 31 restrictive units.

Crisis Resolution Services (CRS)/Skid Row Management Team (SRMT)

DMH has made significant progress since the last report, having received hiring authority from Chief Executive Office Classification Section for thirty-six of the originally requested thirty-seven positions (29 of 29 items for the CRS and 7 of 8 items for SRMT). The Department has appointed an Acting District Chief to coordinate the transition from SA wide leadership to local management oversight, and hired a Program Head to lead the CRS program to facilitate the hiring of direct services staff. As of this writing, approximately one-half of the staff allocated for the CRS have been identified or brought on board and have begun orientation and training for this new service. At the culmination of training, we will begin a phase-in of the CRS program.

The Acting District Chief and Chief of Medical Services of the SRMT continue to regularly meet with local Skid Row stakeholder groups, including the Skid Row Community Advisory Board and the Skid Row Homeless Healthcare Initiative to facilitate community service planning to ensure an integrated health delivery system in the Skid Row area including primary health, substance abuse treatment and mental health services. The Department has identified additional outcome measures and tracking which will include the reporting data related to persons who refuse medical

treatment for drug and alcohol abuse. That information will be reported to the Board upon full implementation of the CRS which we expect to occur during the next quarter.

In summary, the Department has made significant progress during this quarter towards the goals of reducing homelessness, acute psychiatric hospitalizations, and incarceration while promoting recovery and community reintegration for persons in need of mental health services and supports in Skid Row. The Department will continue to provide progress reports as instructed.

COUNTY OF LOS ANGELES

MARVIN J. SOUTHARD, D.S.W.
Director

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DEPARTMENT OF MENTAL HEALTH<http://dmh.lacounty.info>

550 SOUTH VERMONT AVENUE, LOS ANGELES, CALIFORNIA 90020

Reply To: (213) 738-4601
Fax: (213) 386-1297

January 1, 2008

TO: Each Supervisor

FROM: Marvin J. Southard, D.S.W.
Director of Mental Health 

SUBJECT: **MENTAL HEALTH SERVICES ACT SKID ROW SERVICES – QUARTERLY REPORT January 2008**

This letter is to provide a status report regarding new programs in the Skid Row area in response to your Board's April 3, 2007 motion instructing the Department of Mental Health (DMH) to take several actions related to efforts to reduce homelessness in Skid Row in coordination with communities outside of Skid Row.

Your Board instructed DMH to provide a quarterly progress report on the Mental Health Services Act (MHSA) community-based services and supports planned for Skid Row including:

- Progress on implementation of programs planned for Skid Row, including Service Area Navigator Teams, Crisis Resolution Services, Full Service Partnerships, Wellness Centers, and the development of housing options;
- Tracking outcome measures for MHSA funded programs in the Skid Row area; and
- Tracking the number of clients who refuse medical treatment for alcohol and drug abuse.

We will continue to provide quarterly reports, as instructed.

MJS:TB:MM:LAH:oc

Attachment

c: Sachi A. Hami, Executive Officer

COUNTY OF LOS ANGELES

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DEPARTMENT OF MENTAL HEALTH

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550 SOUTH VERMONT AVENUE, LOS ANGELES, CALIFORNIA 90020

Reply To: (213) 738-4601

Fax: (213) 386-1297

April 11, 2008

TO: Each Supervisor

FROM: Marvin J. Southard, D.S.W.
Director of Mental Health

SUBJECT: **MENTAL HEALTH SERVICES ACT (MHSA) SKID ROW SERVICES –
QUARTERLY REPORT – APRIL 2008**

In response to your Board's April 3, 2007 motion instructing the Department of Mental Health (DMH) to take several actions related to efforts to reduce homelessness in Skid Row in coordination with communities outside of Skid Row, attached is the quarterly status report for April.

We will continue to provide quarterly reports, as instructed by your Board.

MJS:TB:LAH:bjj

Attachment

c: Executive Officer, Board of Supervisors
Sheila Shima, Deputy Chief Executive Officer

**LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH
MENTAL HEALTH SERVICES ACT
SKID ROW SERVICES PROGRESS REPORT**

April 8, 2008

On April 3, 2007, the Board of Supervisors approved the Department of Mental Health's (DMH) request to utilize Mental Health Services Act (MHSA) funding to implement programs to reduce homelessness and promote wellness and recovery in the Skid Row area. Since that time, the Department has implemented the following programs:

- Crisis Resolution Service (CRS) at the Downtown Mental Health Center (DMHC) provides short term, intensive, mental health and supportive services, including comprehensive assessment.
- Skid Row Management Team (SRMT) provides overall administration, management and coordination of existing services and the development of new services in collaboration with local stakeholder planning groups.
- Client Run Contracted Wellness Center for the Skid Row area to serve individuals who no longer require intensive mental health services. The Department issued a Request for Services in October 2007. A Bidder's Conference was held on October 30, 2007, and Emotional Health Association dba SHARE was notified of their selection as the prospective contractor on March 10, 2008. DMH is preparing a letter to the Board of Supervisors to award this contract.

A directly operated Wellness Center is planned for the Skid Row Area. Implementation date has not yet been determined. The program will serve clients that have reached a higher level of wellness and recovery and require additional, ongoing supports to sustain those gains, and to further integrate into the community.

DMH MHSA funded services in the Skid Row area serve individuals in need of an array of integrated mental health and other treatment services and supports. New services also include the DMHC Full Service Partnership (FSP) program, and the Service Area 4 Navigator Team (SANT).

Full Service Partnership (FSP)

The DMHC FSP program, implemented in December 2006, serves a maximum of 180 consumers at any given time. As of this date the DMHC FSP program has enrolled 92 consumers, with an additional ten consumers awaiting application approval. The Department anticipates that all slots will be filled by the end of the fiscal year. The outcomes described below illustrate the successful efforts of DMHC FSP to reduce homelessness, incarceration, and acute psychiatric hospitalization.

- 92% decrease in days of homelessness in the year prior to enrollment compared with the period since enrollment in the program;
- 58% decrease in days of incarceration in the year prior to enrollment compared with the period since enrollment in the program;
- 58% decrease in days of psychiatric hospitalizations in the year prior to enrollment compared with the period since enrollment in the program; and
- 78% of the 92 clients enrolled in FSP, identified with a co-occurring mental health and substance abuse/use issue are actively engaged in appropriate treatment ranging from 12 Step meetings or outpatient treatment programs, including 3 who are in residential drug treatment or sober living programs.

Service Area 4 Navigation Team (SANT)

SANT 4 covers a wide and diverse area, which includes the Skid Row area. SANT 4 links individuals of all ages to specialized mental health services such as FSP, Assertive Community Treatment (ACT) and Adult Targeted Case Management Services (ATCMS). One of the methods utilized by SANT 4 to accomplish its goals is through the Impact Unit. The Impact Unit serves a critical role in ensuring linkage to community programs and services. Meetings are held semi-monthly to assist Service Area 4's DMH contracted and directly operated programs the opportunity to review individual case referrals, and to determine the most appropriate specialized programs (FSP, ACT, ATCMS) to serve individual consumers.

The goals of SANT 4 are:

- Linkage to housing resources;
- Successful community reintegration for persons with mental illness from institutional settings;
- Provision of services for underserved, un-served and inappropriately served consumers with mental illness through linkage to appropriate type and level of care;
- Reduction in homelessness in the Skid Row area;
- Promotion of MHSA services in the community in collaboration with service providers and community agencies; and

- Successful outreach and engagement efforts by contracted and directly operated programs that identify and link prospective consumers to services.

During the last quarter, SANT 4 has:

Received 68 referrals for Transition Aged Youth (TAY) (age 16-25). Of those 68 referrals, 56 were pre-authorized for TAY FSP services, with 12 still pending authorization.

Of the 68 total TAY referrals, only 3 referrals were from the Skid Row area, of which:

- 1 was successfully enrolled in TAY FSP; and
- 2 were pre-authorized for continued TAY FSP outreach and engagement services.

Received 124 referrals for adult consumers (age 26-59) specialized programs (ACT, FSP and ATCMS). Of those 124 referrals, 112 of the referrals were preauthorized for services, and 12 consumers are still pending authorization.

Of these 112 referrals:

- 86 were referred to FSP, with 42 successfully enrolled;
- 12 were referred to ACT, with 4 successfully enrolled; and
- 4 were referred to ATCMS, with 2 successfully enrolled; and
- 10 consumers have declined services, with outreach and engagement efforts continuing.

A total of 78 adult consumers were from the Skid Row area.

Housing Trust Fund

A Countywide Housing Trust Fund of \$11.5 million has been established to support the development of new permanent supportive housing for people with psychiatric disabilities. The Housing Trust Fund will provide funds for on-site supportive services and/or project-based operating subsidies for supportive housing projects and scattered site supportive services for shared housing projects.

The Request for Proposals (RFP) to provide supportive services and/or to receive operating subsidies through the MHSA Housing Trust Fund RFP was released, as projected on January 23, 2008, to provide supportive services and operating subsidies for supportive housing. The Department held a mandatory Proposer's Conference on February 6, 2008 with 238 people in attendance. The Department received (62) Letters of Intent to apply for the funds. Proposals were received March 10, 2008.

Housing Development

Single Room Occupancy (SRO) Housing Corporation, which provides needed housing for homeless individuals in the Skid Row area, was recently notified that they were awarded \$5.2 million through the Governor's Homeless Initiative to develop the Winston Apartments, a 40 unit permanent supportive housing project. The \$5.2 million will include funding for capital development and a capitalized operating reserve. As a condition of funding, the Governor's Homeless Initiative required that local county mental health departments would commit MHSA funds for the provision of mental health services or FSP level services for the residents of the funded units. The Department of Mental Health through DMHC's FSP Program has committed to provide mental health services to qualifying residents of the Winston Apartments. Construction on the Winston Apartments is scheduled to begin July 2008. Based on the construction schedule, the units should be available for leasing as early as March/April 2009.

SRO Housing Corporation has also secured \$14.6 million through a variety of funding sources, including Los Angeles Housing Department's Permanent Supportive Housing Program, Los Angeles County's Community Development Commission, and Tax Credits to develop the James Woods Apartments. The James Woods Apartments will include 53 single room occupancy units, of which thirty-one will be for the special needs population-chronically homeless with a mental illness. DMHC's FSP Program will collaborate with SRO Housing Corporation to provide mental health services for qualified residents of the 31 units that are reserved for special needs population. As of this date, the James Woods Apartments are under construction with a scheduled completion date of March 2009. It is anticipated that the 31 units that have been identified for special needs population-chronically homeless with a mental illness will be available for leasing in April 2009.

Mental Health Services Act Housing Program

On August 6, 2007 the California Department of Mental Health (State DMH) and the California Housing Finance Agency (CalHFA) launched the MHSA Housing Program that provides funding to support capital development and capitalized operating subsidies for supportive housing for individuals with psychiatric disabilities and their families who are homeless or at risk of homelessness. State DMH estimates that it will allocate approximately \$115 million to Los Angeles County over the next three years for the development of supportive housing, of which \$40 million can be used for capitalized operating subsidies.

Since the program's launch in August 2007, DMH has received Letters of Interest from fifteen agencies. The Letters of Interest were reviewed by the Housing Trust Fund Advisory Board and recommended that DMH work with twelve of the fifteen agencies to further develop their projects. In mid-March, we held an introductory information and

training for individuals, and organizations not familiar with the requirements associated with supportive housing projects and/or receiving public funds. Also included were those individuals and organizations that had submitted incomplete Letters of Interest and/or those reviewed by the MHSA Housing Advisory Board but had not recommended further development at this point due to insufficient information, or other issues; and those that had further questions, or had expressed an interest in providing shared housing. This included individuals and organizations that were not traditional supportive housing developers.

Crisis Resolution Services (CRS)

CRS is a short term (60 days or less), outpatient based, intensive, clinical and case management program that provides crisis intervention and stabilization for new and returning (disengaged) clients. Services include but are not limited to: emergency shelter, transitional and permanent housing, medical and dental services, benefits establishment, intensive case management, psychiatric services and medication, short-term psychotherapy and crisis intervention.

CRS was implemented on October 11, 2007. CRS continues to operate three days per week. Recently, the team's third supervisor, a Senior Mental Health Counselor RN, has been hired. CRS is anticipated to be fully operational in April 2008. As of this date, DMHC has successfully filled or identified candidates for all but three of the 29 approved positions.

As of March 2008 CRS has:

- Served 397 clients with an average of eight new clients per day;
- Reduced attrition rate among newly enrolled clients by 34%;
- Provided linkage to emergency, transitional or permanent housing to 90% of homeless clients on day of screening or intake; and
- Engaged 80% of all clients with a co-occurring mental health and substance use/abuse issue to consider or enroll in treatment. Motivational engagement efforts with the remaining 20% are ongoing.

The program provides frequent follow-up appointments with program staff and employs a *whatever-it-takes* approach to addressing individual needs including mental health services, housing, physical health care, assistance with benefits establishment.

Despite efforts by DMHC's medical director, the CRS and outpatient program are currently experiencing difficulty recruiting psychiatrists. However DMHC CRS continues to provide clients with medication support and appropriate medical attention.

Skid Row Management Team (SRMT)

During this past quarter DMH has continued efforts to work with community providers, stakeholder groups, including consumers, and loft dwellers to obtain critical input about the many issues affecting the Skid Row area. These have included regular meetings of the Skid Row Community Advisory Board and the Skid Row Homeless Healthcare Initiative, both of which are collectives of Skid Row providers and individuals dedicated to collaborative efforts to develop a more accessible and effective social and health care delivery system. Members of the SRMT met with the Little Tokyo Lofts Home Owners Association (HOA) on March 12, 2008 to address concerns about the homeless and the SRMT offices being located in one of the store fronts of their building. After the meeting, Jan Dyck, President of Little Tokyo Lofts HOA sent SRMT an e-mail in which she stated,

"I just want to thank you from all of us here at Little Tokyo Lofts for making such an articulate and compassionate presentation about the DMH last night. We now feel better informed about you as our neighbor and what you bring to our community. Please feel free to contact us should you feel the need with your concerns and issues as well. We all wish to make our community a better place to live and work, and your active participation in presenting the DMH program to Little Tokyo Lofts last night reassures us. We also really appreciate the time you both took from your busy schedules to meet with us. So, welcome to you both!"

Additional activities over the past quarter included:

- Collaboration with DMH Contracts Division to facilitate the evaluation of proposals and recommendation for the awarding of a contract between and DMH Emotional Health Association dba SHARE to operate a Client Run Wellness Center in Skid Row;
- Coordinating efforts with participating agencies to provide interim mental health services for participants of Project 50;
- Collaboration with Service Planning Area (SPA) IV District Chief and DMH Program Review Division to finalize the Medi-Cal certification of LAMP, Inc. as an outpatient mental health clinic;
- Weekly meetings with Department of Children and Family Services (DCFS), Department Public Social Services (DPSS), Department of Public Health (DPH), and Los Angeles Homeless Services Authority (LAHSA) regarding the ongoing provision of collaborative services to homeless families with minors;

Skid Row Services Progress Report

April 8, 2008

Page 7

- Monthly meetings with local Skid Row area stakeholder groups: Skid Row Homeless Healthcare Initiative, and Skid Row Community Advisory Board;
- Finalizing efforts to facilitate the transfer of oversight responsibility for DMH contract agencies in Skid Row to SRMT, which will initially include Para Los Ninos, LAMP, Inc., and Eisner Pediatric Services;
- Discussions with Los Angeles Centers for Alcohol and Drug Abuse (L.A. CADA), a contracted Alcohol and Drug Programs Administration agency, regarding collaboration opportunities with DMHC Outpatient, CRS and other mental health services;
- Participation in Downtown Women's Center's Wisdom Holder's Series regarding their planned expansion of services to single women in the Skid Row area; and
- Participation in ongoing planning efforts with CEO, DPH, DHS, Weingart Foundation, and JWCH Institute Inc., regarding implementing one-stop healthcare services thru the Leavey Center project.

SRMT will continue to work collaboratively with area stakeholders, service providers, and residents to enhance services and supports in the Skid Row community.

Summary

In summary, DMH continues to make progress in enhancing and increasing community based resources in Skid Row that are focused on reducing homelessness and breaking the cycle of costly emergency and inpatient care and incarceration while promoting recovery and successful community reintegration for individuals with mental illness.

COUNTY OF LOS ANGELES

MARVIN J. SOUTHARD, D.S.W.
Director

ROBIN KAY, Ph.D.
Acting Chief Deputy Director

RODERICK SHANER, M.D.
Medical Director



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DEPARTMENT OF MENTAL HEALTH

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550 SOUTH VERMONT AVENUE, LOS ANGELES, CALIFORNIA 90020

Reply To: (213) 738-4601
Fax: (213) 386-1297

July 1, 2008

TO: Each Supervisor
FROM: *Robin Kay for*
Marvin J. Southard, D.S.W.
Director of Mental Health
SUBJECT: **MENTAL HEALTH SERVICES ACT SKID ROW SERVICES-
QUARTERLY REPORT JULY 2008**

This memo is to provide the latest status report regarding continuing Mental Health Services Act (MHSA) funded programs in the Skid Row area in response to your Board's April 3, 2007 motion instructing the Department of Mental Health (DMH) to take several actions related to efforts to reduce homelessness in Skid Row in coordination with communities outside of Skid Row.

Your Board instructed DMH to provide a quarterly progress report on the MHSA community-based services and supports planned for Skid Row including:

- Progress on implementation of programs planned for Skid Row, including Service Area Navigator Teams, Crisis Resolution Services, Full Service Partnerships, Wellness Centers, and the development of housing options;
- Tracking outcome measures for MHSA funded programs in the Skid Row area; and
- Tracking the number of clients who refuse medical treatment for alcohol and drug abuse.

We will continue to provide quarterly reports, as instructed.

MJS:TB:LAH:oc

Attachment

c: Sachi A. Hami, Executive Officer

**LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH
MENTAL HEALTH SERVICES ACT
SKID ROW SERVICES PROGRESS REPORT**

July 1, 2008

On April 3, 2007, the Board of Supervisors approved the Department of Mental Health's (DMH) request to utilize Mental Health Services Act (MHSA) funding to implement programs to reduce homelessness and promote wellness and recovery in the Skid Row area. Since that time, the Department has implemented the following programs:

- Crisis Resolution Service (CRS) at the Downtown Mental Health Center (DMHC) provides short term, intensive, mental health and supportive services, including comprehensive assessment.
- Skid Row Management Team (SRMT) provides overall administration, management and coordination of existing services and the development of new services in collaboration with local stakeholder planning groups.
- Client Run Contracted Wellness Center for the Skid Row area to serve individuals who no longer require intensive mental health services. The Department issued a Request for Services in October 2007. A Bidder's Conference was held on October 30, 2007, and Emotional Health Association dba SHARE was notified of their selection as the prospective contractor on March 10, 2008. DMH has prepared a letter to the Board of Supervisors which was sent to the Chief Executive Office (CEO) and to County Counsel for review on June 23, 2008.

A directly operated Wellness Center is planned for the Skid Row Area. Implementation date has not yet been determined. The program will serve clients that have reached a higher level of wellness and recovery and require additional, ongoing supports to sustain those gains, and to further integrate into the community.

DMH MHSA funded services in the Skid Row area serve individuals in need of an array of integrated mental health and other treatment services and supports. Other MHSA funded programs that service the Skid Row area include the DMHC Full Service Partnership (FSP) program, and the Service Area 4 Navigator Team (SANT 4) which are discussed below.

Full Service Partnership (FSP)

The DMHC FSP program was implemented in December 2006 and will serve a maximum of 180 consumers at capacity. This will be a continually changing enrollment of clients. As clients are stabilized, they will be moved to a less intensive level of

treatment, either in regular outpatient services, a Wellness Center, employment along with help from a private mental health provider, or supported by other options given the individualized needs of those clients. During this past quarter, the DMHC FSP program was able to identify and hire a permanent program supervisor. This stable leadership has resulted in a marked increase in the number of clients enrolled during this period. At last report (April 2008), the DMHC FSP program had enrolled 92 clients. Through May 2008 for which the outcome measures below is compiled, the number of enrollments has climbed to 132 clients. As of the writing of this report, the DMHC FSP program has a total of 148 clients enrolled, with another 20 clients pre-authorized for enrollment, and an additional 19 clients for which staff are actively conducting outreach and engagement efforts. The outcomes described below illustrate the continuing successful efforts of DMHC FSP, to reduce homelessness, incarceration, and acute psychiatric hospitalization.

- 89% decrease in days of homelessness in the year prior to enrollment compared with the period since enrollment in the program;
- 58% decrease in days of incarceration in the year prior to enrollment compared with the period since enrollment in the program;
- 73% decrease in days of psychiatric hospitalizations in the year prior to enrollment compared with the period since enrollment in the program; and
- 70% of the 132 clients enrolled in FSP, identified with a co-occurring mental health and substance abuse/use issue are actively engaged in appropriate treatment ranging from 12 Step meetings, or internal FSP co-occurring disorders outpatient programming.

Service Area 4 Navigation Team (SANT)

SANT 4 covers a wide and diverse area, which includes the Skid Row area. SANT 4 links individuals of all ages to specialized mental health services such as FSP, Assertive Community Treatment (ACT), and Adult Targeted Case Management Services (ATCMS). One of the tools utilized by SANT 4 to accomplish its goals is the Impact Unit, which serves a critical role in ensuring linkage to community programs and services. Meetings are held semi-monthly to provide Service Area 4's DMH contracted and directly operated programs the opportunity to review individual case referrals and to determine the most appropriate specialized programs (FSP, ACT, ATCMS) to serve individual consumers.

The goals of SANT 4 are:

- Provision of services for underserved, not served and inappropriately served consumers with mental illness through linkage to appropriate type and level of care;
- Linkage to housing resources;
- Successful community reintegration for persons with mental illness from institutional settings;
- Reduction in homelessness in the Skid Row area; and
- Promotion of MHSA services in the community in collaboration with service providers and community agencies.

During the last quarter, SANT 4 has:

Received 51 referrals for Transition Aged Youth (TAY) (ages 16-25).

Of the 51 total TAY referrals:

- 10 were successfully enrolled in TAY FSP
- 12 were pre-authorized for outreach and engagement services
- 2 were referred to Adult FSP
- 21 indigent referrals were referred to outpatient clinics due to indigent slots being full
- 6 were referred to other service areas

A total of 6 TAY consumers were from the Skid Row area.

Received 171 referrals for adult consumers (ages 26-59) specialized programs (ACT, FSP, and ATCMS). Of those 171 referrals, 158 of the referrals were preauthorized for services.

Of the 158 preauthorized FSP referrals:

- 145 were referred to FSP, with 92 successfully enrolled;
- 4 were referred to ACT, with 4 successfully enrolled;
- 0 was referred to ATCMS; and
- 7 declined services, with outreach and engagement efforts continuing
- 2 were referred to other Service Areas

A total of 137 adult consumers were from the Skid Row area.

Housing Trust Fund

A Countywide Housing Trust Fund of \$11.5 million has been established to support the development of new permanent supportive housing for people with psychiatric disabilities. The Housing Trust Fund will provide funds for on-site supportive services and/or project-based operating subsidies for supportive housing projects and scattered site supportive services for shared housing projects. The Request for Proposals (RFP) to provide supportive services and/or to receive operating subsidies through the MHSA Housing Trust Fund RFP was released as projected on January 23, 2008, to provide supportive services and operating subsidies for supportive housing. The Department held a mandatory Proposer's Conference on February 6, 2008 with 238 people in attendance. The Department received 62 Letters of Intent to apply for the funds. Proposals were received March 10, 2008. Review of the 33 proposals received revealed requests for supportive services funding and operating expenses totaling over \$42 million. Six evaluation panels were convened to review and score the proposals. The Department is in the final stages of the selection process and anticipates announcing awards in August 2008.

Housing Development

Single Room Occupancy (SRO) Housing Corporation, which provides needed housing for homeless individuals in the Skid Row area, was recently notified that they were awarded \$5.2 million through the Governor's Homeless Initiative to develop the Winston Apartments, a 40 unit permanent supportive housing project. The \$5.2 million will include funding for capital development and a capitalized operating reserve. As a condition of funding, the Governor's Homeless Initiative required that local county mental health departments would commit MHSA funds for the provision of mental health services or FSP level services for the residents of the funded units. The Department of Mental Health, through DMHC's FSP Program, has committed to provide mental health services to qualifying residents of the Winston Apartments. Construction on the Winston Apartments is to begin July 2008. Based on the construction schedule, the units should be available for leasing as early as March or April 2009.

SRO Housing Corporation has also secured \$14.6 million through a variety of funding sources, including Los Angeles Housing Department's Permanent Supportive Housing Program, Los Angeles County's Community Development Commission, and tax credits to develop the James Woods Apartments. The James Woods Apartments will include 53 single room occupancy units, of which thirty-one will be for the special needs population-chronically homeless with a mental illness. DMHC's FSP Program will collaborate with SRO Housing Corporation to provide mental health services for qualified residents of the 31 units that are reserved for special needs populations - persons that are chronically homeless with mental illness. As of this date, the James

Woods Apartments are under construction with a scheduled completion date of March 2009. It is anticipated that the 31 units that have been identified for special needs population (chronically homeless with a mental illness) will be available for leasing in April 2009.

MHSA Housing Program

On August 6, 2007 the California Department of Mental Health (State DMH) and the California Housing Finance Agency (CalHFA) launched the MHSA Housing Program that provides funding to support capital development and capitalized operating subsidies for supportive housing for individuals with psychiatric disabilities and their families who are homeless or at risk of homelessness. State DMH estimates that it will allocate approximately \$115 million to Los Angeles County over the next three years for the development of supportive housing, of which \$40 million can be used for capitalized operating subsidies.

In November 2007, DMH released the Expression of Interest, a non-competitive solicitation inviting interested parties to submit a Letter of Interest in response to the notice of available funding for capital development and operating subsidies. In mid-March, an introductory information and training for individuals and organizations not familiar with the requirements associated with supportive housing projects and/or receiving public funds. Also included were those individuals and organizations that had submitted incomplete Letters of Interest and/or those reviewed by the MHSA Housing Advisory Board but had not recommended further development at this point due to insufficient information, or other issues, and those that had further questions, or had expressed an interest in providing shared housing. This included individuals and organizations that were not traditional supportive housing developers. To date, the Department has received twenty-nine Letters of Interest at various stages of development. On June 10, 2008, the Board of Supervisors approved a Board letter authorizing the Department to sign an assignment agreement permitting the transfer of the Los Angeles County allocation of \$115 million to CalHFA for the administration of the MHSA Housing Program.

Crisis Resolution Services (CRS)

CRS is a short term (60 days or less), outpatient based, intensive, clinical and case management program that provides crisis intervention and stabilization for new and returning (disengaged) clients. Services include but are not limited to: emergency shelter, transitional and permanent housing, referral for medical and dental services, benefits establishment, intensive case management, psychiatric services and medication, short-term psychotherapy, and crisis intervention.

CRS was implemented on October 11, 2007. On May 12, 2008, CRS began operating five days a week. The program will extend its days of operation to include Saturday mornings starting August 1, 2008.

Since implementation, CRS has:

- Opened 633 new cases, averaging 6 new intakes daily;
- Reduced attrition rate among newly enrolled clients by 32%;
- Provided linkage to emergency, transitional or permanent housing to 90% of homeless clients on day of screening or intake; and
- Engaged 81% of all clients with a co-occurring mental health and substance use/abuse issue to engage for enrollment in treatment. Motivational engagement efforts with the remaining 19% are ongoing.

The program provides frequent client follow-up appointments with program staff, and employs a "whatever-it-takes" approach to addressing individual needs, including mental health services, housing, physical health care, and assistance with benefits establishment.

2.0 FTE CRS Psychiatrist positions remain open. Aggressive recruitment efforts will continue until these positions are filled.

Skid Row Management Team (SRMT)

During this past quarter the DMH Skid Row Management team continued its efforts to sustain its engagement with community providers and stakeholder groups, including consumers, and loft dwellers, to obtain critical input about the many issues affecting the Skid Row area. The SRMT has held monthly meetings of the Skid Row Community Advisory Board (SRCAB) and with the Skid Row Homeless Healthcare Initiative. Both of these entities are collectives of Skid Row stakeholders (including consumers) that are dedicated to collaborative and integrative efforts to develop more accessible, and effective social and health care services.

SRMT activities over the past quarter have included:

- Meeting with Amy Luftig Viste, Senior Health Deputy to Supervisor Gloria Molina, Dr. Tony Beliz, and others to present and discuss current DMH MHSA programs in the Skid Row Area;
- Collaboration with DMH Contracts Division to finalize a draft of the Client Run Wellness Center Board letter recommending the awarding of a contract between

DMH and Emotional Health Association dba SHARE. The draft Board letter was sent to CEO and County Counsel for review on June 23, 2008;

- Finalized the transition of interim mental health services for participants of Project 50 from DMHC to JWCH Institute; Inc (JWCH).
- Finalized the Medi-Cal certification of LAMP, Inc. as an outpatient mental health clinic through collaboration with Service Planning Area (SPA) IV District Chief and DMH Program Review Division;
- Hosted and participated in weekly meetings with Department of Children and Family Services (DCFS), Department of Public Social Services (DPSS), Department of Public Health (DPH), and Los Angeles Homeless Services Authority (LAHSA) regarding the ongoing provision of collaborative services to homeless families with minors;
- Meeting with the leadership team of Para Los Ninos to discuss coordination of mental treatment and provision of other social services for homeless families with minors;
- Represented DMH in the ongoing Leavey Center inter-agency service integration planning workgroups. Other participant agencies are JWCH, Weingart Center Foundation, Homeless Healthcare, Los Angeles, and County agencies: Departments of Public Health, Health Services, and Alcohol and Drug Programs Administration;
- Hosted monthly meetings with DMH Skid Row Community Advisory Board (SRCAB) which elected new co-chairs at its June meeting. The new co-chairs are Charles Porter of Coalition East Prevention Program and Jana Plasters, Vice President of Weingart Center Foundation. Additionally, the SRCAB has created two workgroups:
 - Representative Payee Expansion Workgroup, which is aimed at identifying additional local Skid Row agencies that would act as payees for client benefits; and
 - Planning Workgroup, which will address current and future mental health needs of the Skid Row area.
- Hosted a MHSA Prevention and Early Intervention Focus Group for stakeholders in the Skid Row area.

- Presentation to a group of TAY and Adults at United Coalition East Prevention Program on the MHSA and the service impact to Skid Row residents;
- Represented DMH at the Skid Row Homeless Healthcare Initiative, which serves to develop collaborative and integrated physical and behavioral healthcare initiatives in the Skid Row area;
- Meeting with Service Area IV Management Team on a weekly basis to coordinate the transition and transfer of oversight responsibility for DMH contract agencies in the Skid Row area to the SRMT. Full transition of responsibility will occur upon the appointment of a permanent District Chief for the DMH SRMT; and
- Coordinated the presentation of Los Angeles Centers for Alcohol and Drug Abuse (L.A. CADA), a contracted Alcohol and Drug Programs Administration agency to the staffs of DMHC Outpatient, and DMHC CRS to facilitate treatment coordination for shared clients.

SRMT will continue to work collaboratively with area stakeholders, service providers, and residents to enhance mental health services and supports in the Skid Row area.

Summary

In summary, the Department of Mental Health continues to demonstrate significant progress in enhancing and increasing community based mental health, housing, and other resources in the Skid Row area through the development of newly funded MHSA programs, and ongoing collaborations with local stakeholders. All of these programs focus on reducing homelessness for individuals with mental illness and breaking the costly cycle of emergency and inpatient care, and incarceration, while promoting recovery and successful community reintegration.

COUNTY OF LOS ANGELES

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ROBIN KAY, Ph.D.
Chief Deputy Director

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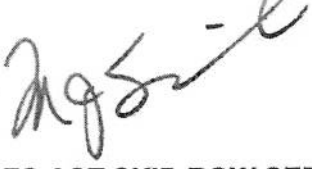
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Reply To: (213) 738-4601
Fax: (213) 386-1297

January 13, 2009

TO: Each Supervisor

FROM: Marvin J. Southard, D.S.W.
Director of Mental Health 

SUBJECT: **MENTAL HEALTH SERVICES ACT SKID ROW SERVICES
QUARTERLY REPORT-JANUARY 2009**

This memo provides the latest status report regarding continuing Mental Health Services Act (MHSA) funded programs in the Skid Row area in response to your Board's April 3, 2007 motion instructing the Department of Mental Health (DMH) to take several actions related to efforts to reduce homelessness in Skid Row in coordination with communities outside of Skid Row.

Your Board instructed DMH to provide a quarterly progress report on the MHSA community-based services and supports planned for Skid Row including:

- Progress on implementation of programs planned for Skid Row, including Service Area Navigator Teams, Crisis Resolution Services, Full Service Partnerships, Wellness Centers, and the development of housing options;
- Tracking outcome measures for MHSA funded programs in the Skid Row area; and
- Tracking the number of clients who refuse medical treatment for alcohol and drug abuse.

We will continue to provide quarterly reports, as instructed.

MJS:TB:LAH:oc

Attachment

"To Enrich Lives Through Effective And Caring Service"

**LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH
MENTAL HEALTH SERVICES ACT
SKID ROW SERVICES PROGRESS REPORT**

January 13, 2009

On April 3, 2007, the Board of Supervisors approved the Department of Mental Health's (DMH) request to utilize Mental Health Services Act (MHSA) funding to implement programs to reduce homelessness and promote wellness and recovery in the Skid Row area. Since that time, the Department has implemented the following programs:

- Crisis Resolution Service (CRS) at the Downtown Mental Health Center (DMHC) provides short term, intensive, mental health and supportive services, including comprehensive assessment.
- Skid Row Management Team (SRMT) provides overall administration, management and coordination of existing services and the development of new services in collaboration with local stakeholder planning groups.
- Client Run Wellness Center (CRWC) for the Skid Row area to serve individuals who no longer require intensive mental health services. On September 9, 2008 the Board of Supervisors approved the Board letter awarding Emotional Health Association dba SHARE! the contract with DMH to operate that CRWC in the Skid Row area. The Skid Row Management Team, along with the Service Planning Area (SPA) 5 management team and Contracts continues to actively engage SHARE! management to assist with the implementation of this program. SHARE! has located a site, and projects that they will be providing services by Spring 2009.
- A directly operated Wellness Center is planned for the Skid Row area which will serve clients that have reached a higher level of wellness and recovery and require additional, ongoing supports to sustain those gains, and to further integrate into the community. DMH is now moving forward with the implementation of a directly operated Wellness Center at DMHC, as part of the transformation of that facility to all MHSA based programming. This transformation will also include the creation of a Field Capable Clinical Services (FCCS) team that will provide coverage for the Leavey Center and services to clients in the area's Single Room Occupancy Hotels, and in shelters.

DMH MHSA funded services in the Skid Row area serve individuals in need of an array of integrated mental health and other treatment services and supports. Other MHSA funded programs that service the Skid Row area include the DMHC Full Service Partnership (FSP) program, and the Service Area 4 Navigator Team (SANT 4) which are discussed below.

Full Service Partnership (FSP)

DMHC FSP program was implemented in December 2006 and serves a maximum of 180 consumers. Although this past year's successful effort to maximize enrollment numbers, there will continue to be a changing enrollment of clients as clients are stabilized, and reach a level of wellness and recovery that no longer necessitates the intensity of services provided through FSP programming. Alternate programming may consist of lower levels of outpatient mental health services; Wellness Center supportive services; employment, along with help from a private mental health provider; and/or other services given the individualized needs of those clients. At last report (October 2008), the DMHC FSP program had enrolled 175 clients. Through January 5, 2009 for which the outcome measures below are compiled, the number of enrollees is now 171 clients. The outcomes described below illustrate the continuing successful efforts of DMHC FSP, to reduce homelessness, incarceration, and acute psychiatric hospitalization.

- 83% decrease in days of homelessness since enrollment in the program compared with the year prior to enrollment;
- 40% decrease in days of incarceration period since enrollment in the program compared with the year prior to enrollment;
- 9% decrease in days of psychiatric hospitalizations since enrollment in the program compared with the year prior to enrollment; and
- 66% of the 171 clients enrolled in FSP have been identified with a co-occurring mental health and substance abuse/use issue are actively engaged in appropriate treatment ranging from 12 Step meetings, or internal FSP co-occurring disorders outpatient programming.

Service Area 4 Navigation Team (SANT)

SANT 4 covers a wide and diverse area, which includes the Skid Row area. SANT links individuals of all ages to specialized mental health services such as FSP, Assertive Community Treatment (ACT) and Adult Targeted Case Management Services (ATCMS). One of the methods utilized by SANT 4 to accomplish its goals is through the Impact Unit. The Impact Unit serves a critical role in ensuring linkage to community programs and services. Meetings are held semi-monthly to assist Service Area 4's DMH contracted and directly operated programs the opportunity to review individual case referrals, and to determine the most appropriate specialized programs (FSP, ACT, and ATCMS) to serve individual consumers.

The goals of SANT 4 are:

- Linkage to housing resources;
- Successful community reintegration for persons with mental illness from institutional settings;
- Provision of services for underserved, un-served and inappropriately served consumers with mental illness through linkage to appropriate type and level of care;
- Reduction in homelessness in the Skid Row area;
- Promotion of MHSA services in the community in collaboration with service providers and community agencies; and
- Successful outreach and engagement efforts by contracted and directly operated programs that identify and link prospective consumers to services.

During the last quarter, SANT 4 has:

Received 94 referrals for adult consumers age 26-59 for specialized programs (ACT, FSP & ATCMS). Of the referrals:

80 referrals were received from non Skid Row areas

- 30 consumers were successfully enrolled in FSP
- 33 pre-authorized for FSP
- 6 referred from FSP to a lower level of services
- 7 enrolled in ACT
- 4 refused specialized services

14 Consumers were referred from the Skid Row area

- 7 successfully enrolled in FSP
- 7 currently pre-authorized for FSP services

Received 72 referrals for Transition Age Youth (TAY 16-25 years)

- 19 enrolled in FSP
- 28 pre-authorized for FSP
- 7 cancelled FSP outreach and engagement
- 7 referrals sent to other service areas
- 11 not pre-authorized for FSP services
- 0 referrals from the skid row area

Housing Trust Fund

A Countywide Housing Trust Fund of \$11.5 million has been established to support the development of new permanent supportive housing for people with psychiatric disabilities. The Housing Trust Fund will provide funds for on-site supportive services and/or project-based operating subsidies for supportive housing projects as well as supportive services for scattered site housing projects. The Request for Proposals (RFP) to provide supportive services and/or to receive operating subsidies through the MHSA Housing Trust Fund was released as projected on January 23, 2008. The Department held a mandatory Proposer's Conference on February 6, 2008 with 238 people in attendance. The Department received 62 Letters of Intent to apply for the funds. Review of the 33 proposals received revealed requests for supportive services funding and operating expenses totaling over \$42 million. Six evaluation panels were convened to review and score the proposals.

The Department is in the final stages of the selection process and anticipates announcing awards in early 2009. On September 16, 2008, the Department notified the twelve agencies that had been recommended to receive supportive services funding through the Housing Trust Fund RFP. The Countywide Housing, Employment, and Education Services Development (CHEERD) Division has conducted several debriefing meetings for both those projects who were recommended for funding as well as those who were not recommended for funding. The CHEERD Division has also begun the contract negotiation process with the twelve recommended agencies. At the conclusion of the negotiation process, the Director will request approval from the Board of Supervisors to enter into five-year Agreement for Supportive Services.

Housing Development

Single Room Occupancy (SRO) Housing Corporation, which provides needed housing for homeless individuals in the Skid Row area, was notified in June 2007 that they were awarded \$5.2 million through the Governor's Homeless Initiative to develop the Winston Apartments, a 40 unit permanent supportive housing project. The \$5.2 million will include funding for capital development and a capitalized operating reserve. As a condition of funding, the Governor's Homeless Initiative required that local county mental health departments would commit MHSA funds for the provision of mental health services or FSP level services for the residents of the funded units. The Department of Mental Health, through DMHC's FSP Program, has committed to provide mental health services to qualifying residents of the Winston Apartments. Due to the current State funding freeze, the construction start date has been pushed back pending the approval of the state budget. At this time, it is unclear when the units will be available for leasing.

SRO Housing Corporation has also secured \$14.6 million through a variety of funding sources, including Los Angeles Housing Department's Permanent Supportive Housing

Program, Los Angeles County's Community Development Commission, and tax credits to develop the James Woods Apartments. The James Woods Apartments will include 53 single room occupancy units, of which thirty-one will be for the special needs population-chronically homeless with a mental illness. DMHC's FSP Program will collaborate with SRO Housing Corporation to provide mental health services for qualified residents of the 31 units that are reserved for special needs populations - persons that are chronically homeless with mental illness. As of this date, the James Woods Apartments are under construction with a scheduled completion date of April 2009. It is anticipated that the 31 units that have been identified for special needs population (chronically homeless with a mental illness) will be available for leasing in May 2009.

Mental Health Services Act Housing Program

On August 6, 2007 the California Department of Mental Health (State DMH) and the California Housing Finance Agency (CalHFA) launched the MHSA Housing Program that provides funding to support capital development and capitalized operating subsidies for supportive housing for individuals with psychiatric disabilities and their families who are homeless or at risk of homelessness. State DMH estimates that it will allocate approximately \$115 million to Los Angeles County over the next three years for the development of supportive housing, \$40 million of which can be used for capitalized operating subsidies.

In November 2007, DMH released the Expression of Interest, a non-competitive solicitation inviting interested parties to submit a Letter of Interest in response to the notice of available funding for capital development and operating subsidies. In mid-March, an introductory information and training was held for individuals and organizations not familiar with the requirements associated with supportive housing projects and/or receiving public funds. Also included were those individuals and organizations that had submitted incomplete Letters of Interest and/or those reviewed by the MHSA Housing Advisory Board but that had not been recommended for further development at this point due to insufficient information, or other issues, and those that had further questions, or had expressed an interest in providing SHARE! housing. This included individuals and organizations that were not traditional supportive housing developers. On June 10, 2008, the Board of Supervisors approved a Board letter authorizing the Department to sign an assignment agreement permitting the transfer of the Los Angeles County allocation of \$115 million to the CalHFA for the administration of the MHSA Housing Program.

The Department has received thirty-seven Letters of Interest in various stages of development from the concept stage to fully developed projects with committed funding resources. Of the thirty-seven proposed housing projects, the MHSA Housing Advisory Board identified seventeen as viable projects and recommended that the Department

initiate further planning and development with the project sponsors. CHEERD staff has met with the project sponsors to provide technical assistance to those projects that were not recommended for further development. Because this funding is being offered through a non-competitive solicitation process, project sponsors may revise their housing proposals and resubmit them for consideration at will.

Proceeding through the MHSA Housing Program application process, ten of the seventeen projects, previously recommended for further development by the MHSA Housing Advisory Board, have remained active. The Department has submitted three applications on behalf of the project sponsors to the State DMH and CalHFA for funding. One of these projects, the Young Burlington Apartments, has been approved for funding by State DMH and CalHFA. It is anticipated that the two remaining applications will be approved for funding by the end of January 2009. The remaining seven projects are in various stages of the local application process, two project sponsors are currently initiating the service plan review process, one is finalizing their service plan to be posted on the Department's website for the 30 day public review and comment period, and four are currently involved in the technical review process.

Crisis Resolution Services (CRS)

CRS is a short term (60 days or less), outpatient based, intensive, clinical and case management program that provides crisis intervention and stabilization for new and returning, disengaged clients. Services include but are not limited to: emergency shelter, transitional and permanent housing, referral for medical and dental services, benefits establishment, intensive case management, psychiatric services and medication, short-term psychotherapy, and crisis intervention.

CRS was implemented on October 11, 2007 providing 2 days of service weekly. Days of operation were gradually increased as new staff was hired. On May 12, 2008, CRS began operating five days a week, and on September 6, 2008, Saturday morning coverage was added for a total six days a week of program operations.

Since implementation, CRS has:

- Opened 1,175 new cases, averaging 7 new intakes daily;
- Reduced attrition rate among newly enrolled clients by 34%;
- Provided linkage to emergency, transitional or permanent housing to 82% of homeless clients on day of screening or intake; and

- Engaged 86% of all clients with a co-occurring mental health and substance use/abuse issue to engage for enrollment in treatment. Motivational engagement efforts with the remaining 14% are ongoing.

The program provides frequent client follow-up appointments with program staff, and employs a "whatever-it-takes" approach to addressing individual needs, including mental health services, housing, physical health care, and assistance with benefits establishment.

Skid Row Management Team (SRMT)

During this past quarter the DMH SRMT continued its ongoing efforts to sustain engagement with community providers and stakeholder groups, including consumers, and loft dwellers to obtain critical input about the many issues affecting the Skid Row area. The SRMT has held monthly meetings of the Skid Row Community Advisory Board (SRCAB), and with the Skid Row Homeless Healthcare Initiative. Both of these entities are collectives of Skid Row stakeholders (including consumers) that are dedicated to collaborative and integrative efforts to develop more accessible, and effective social and health care services.

SRMT activities over the past quarter have included:

- Continued collaboration with DMH Contracts Division and the Management Team of Service Area 5 to amend the existing contract of Emotional Health Association dba SHARE! to implement a Client Run Wellness Services to individuals in the Skid Row area;
- On December 9, 2008 Supervisor Gloria Molina held a reception to recognize the efforts of line staff who participated in the Skid Row Families Demonstration Project, which brought together representatives from the public and private sectors to address development of housing and effective case management strategies for homeless families with minor children. Supervisor Molina recognized managers from the representative agencies at the Board meeting that same day;
- Hosted and participated in weekly meetings of the Skid Row (Family) Assessment Team with Department of Children and Family Services (DCFS), Department of Public Social Services (DPSS), Department of Public Health (DPH), and Los Angeles Homeless Services Authority (LAHSA) regarding the ongoing provision of collaborative services to homeless families with minors;
- Represented DMH in the ongoing Leavey Center inter-agency service integration planning workgroups led by CEO Service Integration Branch. Planning has

continued to proceed with the development of a draft MOU, and agencies further defining their respective staffing levels and functions. Build out has begun on the facility site, and Other participant agencies are JWCH; Weingart Center Foundation; Homeless Healthcare of Los Angeles; and County agencies: Departments of Public Health; Health Services; and Alcohol and Drug Programs Administration;

- Hosted monthly meetings with DMH SRCAB, which is a local forum for consumers, families, service providers and community representatives to provide the SRMT with information, advice and recommendations regarding the mental health service needs in the Skid Row community;
- Represented DMH at the Skid Row Homeless Healthcare Initiative, which serves to develop collaborative and integrated physical and behavioral healthcare initiatives in the Skid Row area;
- Participated in the monthly DMH Service Area 4 Executive Providers Meetings;
- Continued collaboration with the Service Area 4 Management Team to coordinate the transition and transfer of oversight responsibility for DMH contract agencies in the Skid Row area to the SRMT. Full transition of responsibility will occur upon the appointment of a permanent District Chief for the DMH SRMT;
- Participation in monthly Service Area Advisory Committee (SAAC) meetings for Service Area IV. SAAC meetings are comprised of community stakeholders, including residents, persons who work in the area, consumers, family members of consumers and social service agencies. The meetings serve to educate the public about the MHSA, including priorities such as Prevention & Early Intervention (PEI), and solicit input and feedback from the public about DMH's implementation of MHSA programs.
- Participation in two PEI community forums in Service Area 5, as well as a PEI Steering Committee meeting, to collaborate with community stakeholders (including residents and consumers) to provide input on mental health service needs in the area and priorities for MHSA funding for PEI services. Also appointed by the SAAC IV to serve on the PEI Steering Committee as a representative for social service agencies to advocate for the needs of consumers and programs in Skid Row and Service Area IV;
- Represented DMH in bi-weekly planning meetings for Project Homeless Connect Day, an outreach and engagement event that targets homeless individuals for an array of social services, including mental health services. Staffed DMH booth at the Skid Row Homeless Connect Day event on December 4, 2008 to provide mental health screenings, linkage to mental health services and educate the

public about available mental health services, including new MHSA programs in the Skid Row area;

- Participation in the Los Angeles City/County Coordinating Council for Homeless Families' monthly working group meetings, to implement recommendations of the Los Angeles 10 Year Plan to End Homelessness that are specific to family homelessness, by ending and preventing family homelessness via increased inter-agency collaboration and service delivery, and increasing access to housing. On January 14, 2009 the Los Angeles City/County Coordinating Council for Homeless Families will host a providers forum, "Nowhere to Go" - Homeless Families in LA Today: A Dialogue with First Responders," to engage and solicit input from stakeholders and practitioners on the work of the Coordinating Council ;
- Participated in Service Area 4 Birth to 5 Collaborative Meetings, to examine and address the service needs of children in this age range in the Metropolitan Los Angeles area, which includes Skid Row. The 2007 Greater Los Angeles Homeless Count tallied 2,540 minors in homeless families in the Metropolitan Los Angeles area, 51% (or 1,300) of which were age 5 or younger; and
- Meetings with the collective bargaining units that represent the staff of the DMHC that will be directly affected by the transformation of that program to a directly operated Wellness Center and FCCS program. The response from all of the collective bargaining units to this transformation plan has been very positive.

SRMT will continue to work collaboratively with area stakeholders, service providers, and residents to enhance mental health services and supports in the Skid Row area.

Summary

In summary, the Department of Mental Health continues to demonstrate significant progress in enhancing and increasing community based mental health, housing, and other resources in the Skid Row area through the development of newly funded MHSA programs, and ongoing collaborations with local stakeholders. Currently, this includes the planning to transform the Downtown Mental Health Center outpatient services to a directly operated Wellness Center, and Field Capable Clinical Services; and the near future opening of the SHARE! Client Run Wellness Center; and the integrated medical and behavioral services program at the Leavey Center. All of these programs focus on reducing homelessness for individuals with mental illness and breaking the costly cycle of emergency and inpatient care, and incarceration, while promoting recovery and successful community reintegration.

COUNTY OF LOS ANGELES

MARVIN J. SOUTHARD, D.S.W.
Director

ROBIN KAY, Ph.D.
Chief Deputy Director

RODERICK SHANER, M.D.
Medical Director



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DEPARTMENT OF MENTAL HEALTH

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550 SOUTH VERMONT AVENUE, LOS ANGELES, CALIFORNIA 90020

Reply To: (213) 738-4601
Phone: (213) 386-1297

April 15, 2009

TO: Each Supervisor

FROM: Marvin J. Southard, D.S.W.
Director of Mental Health

A handwritten signature in blue ink, appearing to be "MJS", is written over the name "Marvin J. Southard, D.S.W." in the "FROM" field.

SUBJECT: **MENTAL HEALTH SERVICES ACT SKID ROW SERVICES
QUARTERLY REPORT – APRIL 2009**

This memo provides the latest status report regarding continuing Mental Health Services Act (MHSA) funded programs in the Skid Row area in response to your Board's April 3, 2007 motion instructing the Department of Mental Health (DMH) to take several actions related to efforts to reduce homelessness in Skid Row in coordination with communities outside of Skid Row.

Your Board instructed DMH to provide a quarterly progress report on the MHSA community-based services and supports planned for Skid Row including:

- Progress on implementation of programs planned for Skid Row, including Service Area Navigator Teams, Crisis Resolution Services, Full Service Partnerships, Wellness Centers, and the development of housing options;
- Tracking outcome measures for MHSA funded programs in the Skid Row area; and
- Tracking the number of clients who refuse medical treatment for alcohol and drug abuse.

We will continue to provide quarterly reports, as instructed.

MJS:TB:LAH:oc

Attachment

c: Sachi A. Hami, Executive Officer

"To Enrich Lives Through Effective And Caring Service"

**LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH
MENTAL HEALTH SERVICES ACT
SKID ROW SERVICES PROGRESS REPORT**

April 15, 2009

On April 3, 2007, the Board of Supervisors approved the Department of Mental Health's (DMH) request to utilize Mental Health Services Act (MHSA) funding to implement programs to reduce homelessness and promote wellness and recovery in the Skid Row area. Since that time, the Department has implemented the following programs:

- Crisis Resolution Service (CRS) at the Downtown Mental Health Center (DMHC) provides short term, intensive mental health and supportive services, including comprehensive assessment, medication evaluation and management, emergency shelter placement, and the initiation of benefits establishment.
- Skid Row Management Team (SRMT) provides overall administration, management and coordination of existing services and the development of new services in collaboration with local stakeholder planning groups.
- Client Run Wellness Center (CRWC) for the Skid Row area to serve individuals that no longer require intensive mental health services. On September 9, 2008 the Board of Supervisors approved the Board letter awarding Emotional Health Association dba SHARE!, a contract with DMH, to operate that CRWC in the Skid Row area. The Skid Row Management Team, along with the Service Planning Area (SPA) 5 management team and Contracts has worked collaboratively to effect the implementation of this program. This month SHARE! has begun providing services at their new site in the downtown Los Angeles area.
- A directly operated Wellness Center has been planned for the Skid Row area since shortly after the passage of the MHSA. On March 1, 2009, the Department accomplished this goal with the transformation of the DMHC outpatient services to an enhanced Wellness Center. This transformation also included the creation of a Field Capable Clinical Services (FCCS) team that will provide needed mental health services for clients at the impending Leavey Center and to those residing in the area's shelters and Single Room Occupancy Hotels. With the concurrent implementation of the SHARE! CRWC in the area, mental health clients will have an array of Wellness Center programming to address their individual mental health needs.

DMH MHSA funded services in the Skid Row area serve individuals in need of an array of integrated mental health and other treatment services and supports. Other MHSA funded programs that service the Skid Row area include the DMHC Full Service Partnership (FSP) program, and the Service Area 4 Navigator Team (SANT 4) which are discussed below.

Full Service Partnership (FSP)

DMHC FSP program was implemented in December 2006 and serves a maximum of 180 consumers. As of April 8, 2009 for which the outcome measures below are compiled, the number of enrollees is now 162 clients. This represents a decrease of 10 clients from last report, and reflects the graduation of some clients to lower levels of care, the criminal adjudication of others, and 1 client that was placed on LPS Conservatorship and enrolled in a locked treatment facility. However, there are 12 clients currently involved in various stages of the enrollment process. There has been a continued effort to identify and enroll clients that can benefit from the intensity of services provided through FSP programming, while moving other clients that no longer require an FSP program to lower levels of care. These alternate programs may consist of directly operated Wellness Center services; CRWC services; along with employment, and ongoing support from a private mental health provider; and/or other services determined by the individualized needs of those clients. The outcomes described below illustrate the continuing successful efforts of DMHC FSP to reduce homelessness, incarceration, and acute psychiatric hospitalization.

- 8% reduction in days hospitalized/year prior to partnership vs. post-partnership;
- 81% reduction in days homeless/year prior to partnership vs. post partnership;
- 30% reduction in days incarcerated/year prior to partnership vs. post partnership; and
- 66% of the 162 FSP clients have a co-occurring mental health and substance abuse issue and are actively engaged in appropriate treatment ranging from 12 Step meetings to FSP Skid Row Co-Occurring Recovery and Empowerment (SCORE) treatment programming.

Service Area 4 Navigation Team (SANT)

SANT 4 covers a wide and diverse area, which includes the Skid Row area. SANT links individuals of all ages to specialized mental health services such as FSP, Assertive Community Treatment (ACT) and Adult Targeted Case Management Services (ATCMS). One of the methods utilized by SANT 4 to accomplish its goals is through the Impact Unit. The Impact Unit serves a critical role in ensuring linkage to community programs and services. Meetings are held semi-monthly to assist Service Area 4's DMH contracted and directly operated programs the opportunity to review individual case referrals, and to determine the most appropriate specialized programs (FSP, ACT, and ATCMS) to serve individual consumers.

The goals of SANT 4 are:

- Linkage to housing resources;
- Successful community reintegration for persons with mental illness from institutional settings;
- Provision of services for underserved, un-served and inappropriately served consumers with mental illness through linkage to appropriate type and level of care;
- Reduction in homelessness in the Skid Row area;
- Promotion of MHSA services in the community in collaboration with service providers and community agencies; and
- Successful outreach and engagement efforts by contracted and directly operated programs that identify and link prospective consumers to services.

During the last quarter, SANT 4 has:

Received 82 referrals for adult consumers age 26-59 for specialized programs (ACT, FSP, and ATCMS). Of the referrals:

51 referrals were received from non Skid Row areas

- 34 were successfully enrolled in FSP
- 14 pre-authorized for FSP
- 3 refused specialized services

31 consumers were referred from the Skid Row area

- 9 successfully enrolled in FSP
- 19 currently pre-authorized for FSP services
- 3 refused specialized services

Received 44 referrals for Transition Age Youth (TAY-age 16-25 years)

- 4 enrolled in FSP
- 12 pre-authorized for FSP
- 28 not assigned

Housing Trust Fund

A Countywide Housing Trust Fund of \$11.5 million has been established to support the development of new permanent supportive housing for people with psychiatric disabilities. The Housing Trust Fund will provide funds for on-site supportive services and/or project-based operating subsidies for supportive housing projects as well as supportive services for scattered site housing projects. The Request for Proposals (RFP) to provide supportive services and/or to receive operating subsidies through the MHSA Housing Trust Fund was released as projected on January 23, 2008. The Department held a mandatory Proposer's Conference on February 6, 2008 with 238 people in attendance. The Department received 62 Letters of Intent to apply for the funds. Review of the 33 proposals received revealed requests for supportive services funding and operating expenses totaling over \$42 million. Six evaluation panels were convened to review and score the proposals.

The Department upon Board of Supervisors approval anticipates announcing awards in spring 2009. On September 16, 2008, the Department notified the twelve agencies that had been recommended to receive supportive services funding through the Housing Trust Fund RFP. The Countywide Housing, Employment, and Education Resource Development (CHEERD) Division has conducted several debriefing meetings for both those projects who were recommended for funding as well as those who were not recommended for funding. The CHEERD Division has completed the contract negotiation process with the twelve recommended agencies. The Department has completed a draft Board letter requesting approval from the Board of Supervisors to enter into five-year Agreement for Supportive Services. It is anticipated that this request will go before the Board of Supervisors May 19th.

Housing Development

Single Room Occupancy (SRO) Housing Corporation, which provides needed housing for homeless individuals in the Skid Row area, was notified in June 2007 that they were awarded \$5.2 million through the Governor's Homeless Initiative to develop the Winston Apartments, a 40-unit permanent supportive housing project. The \$5.2 million will include funding for capital development and a capitalized operating reserve. As a condition of funding, the Governor's Homeless Initiative required that local county mental health departments would commit MHSA funds for the provision of mental health services or FSP level services for the residents of the funded units. DMH, through DMHC's FSP Program, has committed to provide mental health services to qualifying residents of the Winston Apartments. Due to the current State funding freeze, the construction start date has been pushed back to August 2009. It is anticipated that the units will be available for leasing in October 2010.

SRO Housing Corporation has also secured \$14.6 million through a variety of funding sources, including Los Angeles Housing Department's Permanent Supportive Housing Program, Los Angeles County's Community Development Commission, and tax credits to develop the James Woods Apartments. The James Woods Apartments will include 53 single room occupancy units, of which 31 will be for the special needs population-chronically homeless with a mental illness. DMHC's FSP Program will collaborate with SRO Housing Corporation to provide mental health services for qualified residents of the 31 units that are reserved for special needs populations-persons that are chronically homeless with mental illness. As of this date, the James Woods Apartments are under construction with a scheduled completion date of April 2009. It is anticipated that the 31 units that have been identified for special needs population (chronically homeless with a mental illness) will be available for leasing in May 2009.

Mental Health Services Act Housing Program

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In November 2007, DMH released the Expression of Interest, a non-competitive solicitation inviting interested parties to submit a Letter of Interest in response to the notice of available funding for capital development and operating subsidies. In mid-March, an introductory information and training was held for individuals and organizations not familiar with the requirements associated with supportive housing projects and/or receiving public funds. Also included were those individuals and organizations that had submitted incomplete Letters of Interest and/or those reviewed by the MHSA Housing Advisory Board but that had not been recommended for further development at this point due to insufficient information, or other issues; and those that had further questions, or had expressed an interest in providing SHARE! housing. This included individuals and organizations that were not traditional supportive housing developers. On June 10, 2008, the Board of Supervisors approved a Board letter authorizing the Department to sign an assignment agreement permitting the transfer of the Los Angeles County allocation of \$115 million to the CalHFA for the administration of the MHSA Housing Program.

The Department has received forty-one Letters of Interest in various stages of development from the concept stage to fully developed projects with committed funding resources. Of the forty-one proposed housing projects, the MHSA Housing Advisory

Board identified twenty-two as viable projects and recommended that the Department initiate further planning and development with the project sponsors. CHEERD staff has met with the project sponsors to provide technical assistance to those projects that were not recommended for further development. Because this funding is being offered through a non-competitive solicitation process, project sponsors may revise their housing proposals and resubmit them for consideration at will.

Proceeding through the MHSA Housing Program application process, fourteen of the twenty-two projects previously recommended for further development by the MHSA Housing Advisory Board have remained active. The Department has submitted six applications on behalf of the project sponsors to the State DMH and CalHFA for funding. Three of them, The Young Burlington Apartments, The Courtyards in Long Beach and Glenoaks Gardens Apartments have been approved for funding by State DMH and CalHFA. The other three are still being reviewed by the state. The remaining eight projects are in various stages of the local application process: four project sponsors are currently initiating the service plan review process, one is currently posted on the Department's web site for the 30-day public review and comment period, one is currently involved in the technical review process, and two have been invited to submit their full application to the State DMH and CalHFA. Four projects, the Figueroa Apartments, The Villas at Gower, Daniel's Village, and The Young Burlington Apartments are being re-posted on the Department's web site due to increased funding requests.

Crisis Resolution Services (CRS)

CRS is a short term (60 days or less), outpatient based, intensive, clinical and case management program that provides crisis intervention and stabilization for new and returning, disengaged clients. Services include but are not limited to: emergency shelter, transitional and permanent housing, referral for medical and dental services, benefits establishment, intensive case management, psychiatric services and medication, short-term psychotherapy, and crisis intervention.

CRS was implemented on October 11, 2007 providing two days of service weekly. Days of operation were gradually increased as new staff was hired. On May 12, 2008, CRS began operating five days a week, and on September 6, 2008, Saturday morning coverage was added for a total six days a week of program operations.

Since implementation, CRS has:

- Opened 2,611 new cases, averaging 7 new intakes daily;
- Reduced attrition rate among newly enrolled clients by 42%;

- Provided linkage to emergency, transitional or permanent housing to 92% of homeless clients on day of screening or intake; and
- Engaged 63% of all clients with a co-occurring mental health and substance use/abuse issue(s). As a result, these clients enrolled in treatment or peer counseling services. Motivational engagement efforts with the remaining 37% are ongoing.

The program provides frequent client follow-up appointments with program staff, and employs a “whatever-it-takes” approach to addressing individual needs, including mental health services, housing, physical health care, and assistance with benefits establishment.

Skid Row Management Team (SRMT)

During this past quarter the DMH SRMT continued its ongoing efforts to sustain engagement with community providers and stakeholder groups, including consumers, and loft dwellers to obtain critical input about the many issues affecting the Skid Row area. The SRMT has held monthly meetings of the Skid Row Community Advisory Board (SRCAB), and with the Skid Row Homeless Healthcare Initiative. Both of these entities are collectives of Skid Row stakeholders (including consumers) that are dedicated to collaborative and integrative efforts to develop more accessible, and effective social and health care services.

SRMT activities over the past quarter have included:

- Continued collaboration with DMH Contracts Division and the Management Team of Service Area 5 to amend the existing contract of Emotional Health Association dba SHARE! and implementation of Client Run Wellness Services to individuals in the Skid Row area;
- Hosted and participated in weekly meetings of the Skid Row (Family) Assessment Team with Department of Children and Family Services (DCFS), Department of Public Social Services (DPSS), Department of Public Health (DPH), and Los Angeles Homeless Services Authority (LAHSA) regarding the ongoing provision of collaborative services to homeless families with minors;
- Represented DMH in the on-going Levey Center inter-agency service integration planning workgroups led by Chief Executive Office Service Integration Branch. Planning has proceeded with the development of a draft Memorandum of Understanding, and agencies further defining their respective staffing levels and functions. Build out has begun on the facility site, and other participant agencies are JWCH; Weingart Center Foundation; Homeless Healthcare of Los

Angeles; and County agencies: Departments of Public Health; Health Services; and Alcohol and Drug Programs Administration;

- Hosted monthly meetings with DMH SRCAB, which is a local forum for consumers, families, service providers and community representatives to provide the SRMT with information, advice and recommendations regarding the mental health service needs in the Skid Row community;
- Represented DMH at the Skid Row Homeless Healthcare Initiative, which serves to develop collaborative and integrated physical and behavioral healthcare initiatives in the Skid Row area;
- Participated in the monthly DMH Service Area 4 Executive Providers Meetings;
- Continued collaboration with the Service Area 4 Management Team to coordinate the transition and transfer of oversight responsibility for DMH contract agencies in the Skid Row area to the SRMT. Full transition of responsibility will occur upon the appointment of a permanent District Chief for the DMH SRMT;
- Participation in monthly Service Area Advisory Committee (SAAC) meetings for Service Area IV. SAAC meetings are comprised of community stakeholders, including residents, persons who work in the area, consumers, family members of consumers and social service agencies. The meetings serve to educate the public about the MHSA, including priorities such as Prevention & Early Intervention (PEI), and solicit input and feedback from the public about DMH's implementation of MHSA programs;
- Participation in two PEI community forums in Service Area 5, as well as a PEI Steering Committee meeting, to collaborate with community stakeholders (including residents and consumers) to provide input on mental health service needs in the area and priorities for MHSA funding for PEI services. Also appointed by the SAAC IV to serve on the PEI Steering Committee as a representative for social service agencies to advocate for the needs of consumers and programs in Skid Row and Service Area IV;
- Participation in the Los Angeles City/County Coordinating Council for Homeless Families' monthly working group meetings, to implement recommendations of the Los Angeles 10 Year Plan to End Homelessness that are specific to family homelessness, by ending and preventing family homelessness via increased inter-agency collaboration and service delivery, and increasing access to housing. The work group is exploring ways to address the increase in family homelessness due to the current mortgage and foreclosure crisis; and

- Participated in Service Area 4 Birth to 5 Collaborative Meetings to examine and address the service needs of children in this age range in the Metropolitan Los Angeles area, which includes Skid Row. The 2007 Greater Los Angeles Homeless Count tallied 2,540 minors in homeless families in the Metropolitan Los Angeles area, 51% (or 1,300) of which were age 5 or younger.

SRMT continues to work collaboratively with area stakeholders, service providers, and residents to enhance mental health services and supports in the Skid Row area.

Summary

In summary, the Department of Mental Health continues to demonstrate significant progress in enhancing and increasing community based mental health, housing, and other resources in the Skid Row area through the development of newly funded MHSA programs, and ongoing collaborations with local stakeholders. Currently, this includes the transformation of Downtown Mental Health Center outpatient services to a directly operated Wellness Center and Field Capable Clinical Services; the opening of the SHARE! Client Run Wellness Center; and the future opening of integrated medical and behavioral services program at the Leavey Center. All of these programs focus on reducing homelessness for individuals with mental illness and breaking the costly cycle of emergency and inpatient care, and incarceration, while promoting recovery and successful community reintegration.

COUNTY OF LOS ANGELES

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Reply To: (213) 738-4601
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July 13, 2009

TO: Each Supervisor

FROM: Marvin J. Southard, D.S.W.
Director of Mental Health 

SUBJECT: **MENTAL HEALTH SERVICES ACT SKID ROW SERVICES
QUARTERLY REPORT – July 2009**

This memo provides the latest status report regarding continuing Mental Health Services Act (MHSA) funded programs in the Skid Row area in response to your Board's April 3, 2007 motion instructing the Department of Mental Health (DMH) to take several actions related to efforts to reduce homelessness in Skid Row in coordination with communities outside of Skid Row.

Your Board instructed DMH to provide a quarterly progress report on the MHSA community-based services and supports planned for Skid Row including:

- Progress on implementation of programs planned for Skid Row, including Service Area Navigator Teams, Crisis Resolution Services, Full Service Partnerships, Wellness Centers, and the development of housing options;
- Tracking outcome measures for MHSA funded programs in the Skid Row area; and
- Tracking the number of clients who refuse medical treatment for alcohol and drug abuse.

We will continue to provide quarterly reports, as instructed.

MJS:TB:LAH:oc

Attachment

c: Sachi A. Hami, Executive Officer

"To Enrich Lives Through Effective And Caring Service"

**LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH
MENTAL HEALTH SERVICES ACT
SKID ROW SERVICES PROGRESS REPORT**

July 13, 2009

On April 3, 2007, the Board of Supervisors approved the Department of Mental Health's (DMH) request to utilize Mental Health Services Act (MHSA) funding to implement programs to reduce homelessness and promote wellness and recovery in the Skid Row area. Since that time, the Department has implemented the following programs:

- Crisis Resolution Service (CRS) at the Downtown Mental Health Center (DMHC) which provides short term, intensive mental health and supportive services, including comprehensive assessment, medication evaluation and management, emergency shelter placement, and the initiation of benefits establishment.
- Skid Row Management Team (SRMT) provides overall administration, management and coordination of existing services and the development of new services in collaboration with local stakeholder planning groups.
- Client Run Wellness Center (CRWC) for the Skid Row area to serve individuals who no longer require intensive mental health services. On September 9, 2008 the Board of Supervisors approved the Board Letter awarding Emotional Health Association dba SHARE!, the contract with DMH to operate that CRWC in the Skid Row area. The Skid Row Management Team, along with the Service Planning Area (SPA) 5 management team and DMH Contracts has worked collaboratively with Emotional Health Association dba SHARE! resulting in the initiation of services at their new downtown site in late April, 2009.
- A directly operated Wellness Center has been planned for the Skid Row area since shortly after the passage of the MHSA. On March 1, 2009, the Department accomplished this goal with the transformation of the DMHC outpatient services to an enhanced Wellness Center. This transformation also included the creation of a Field Capable Clinical Services (FCCS) team that will provide needed mental health services for clients at the now open Center for Community Health of Downtown Los Angeles (formerly known as Leavey Center) and to those residing in the area's shelters and Single Room Occupancy (SRO) Hotels.

DMH MHSA funded services in the Skid Row area serve individuals in need of an array of integrated mental health and other treatment services and supports. With the recent addition of SHARE! CRWC, the implementation of a DMHC FCCS team, and the transformation of our DMHC outpatient program mental health clients now have an array of Wellness Center programming to address their individual service needs. Other MHSA funded programs that service the Skid Row area include the DMHC Full Service Partnership (FSP) program, and the Service Area 4 Navigator Team (SANT 4) which are discussed below.

Full Service Partnership (FSP)

DMHC FSP program was implemented in December 2006 and serves a maximum of 180 consumers. As of July 8, 2009 for which the outcome measures below are compiled, the number of enrollees is now 172 clients. There is a continuing effort to identify and enroll clients that require and can benefit from the intensity of services provided through FSP programming. This effort is concurrent with the FSP program moving some clients that have demonstrated the ability to engage and comply with treatment to programs with lesser levels of programming while still supporting continuing wellness and recovery gains. Alternate programming may consist of directly operated Wellness Center services; CRWC services; along with employment, and ongoing support from a private mental health provider; and/or other services determined by the individualized needs of those clients. The outcomes described below illustrate the continuing successful efforts of DMHC FSP to reduce homelessness, incarceration, and acute psychiatric hospitalization.

- Days hospitalized year prior to partnership vs. post-partnership (adjusted for time): 55% decrease (last time there was a 6% decrease)
- Days homeless year prior to partnership vs. post partnership (adjusted for time): 83% decrease (last time 81% decrease)
- Days incarcerated year prior to partnership vs. post partnership (adjusted for time): 7% increase (last time 30% decrease – increase this reporting period was tracked to two individual clients).
- 66% of the 172 clients enrolled in FSP have been identified with a co-occurring mental health and substance abuse/use issue are actively engaged in appropriate treatment ranging from 12 Step meetings, and FSP Skid Row Co-Occurring Recovery and Empowerment (SCORE) treatment programming.

Service Area 4 Navigation Team (SANT)

SANT 4 covers a wide and diverse area, which includes the Skid Row area. SANT links individuals of all ages to specialized mental health services such as FSP, Assertive Community Treatment (ACT) and Adult Targeted Case Management Services (ATCMS). One of the methods utilized by SANT 4 to accomplish its goals is through the Impact Unit. The Impact Unit serves a critical role in ensuring linkage to community programs and services. Meetings are held semi-monthly to assist Service Area (SA) 4's DMH contracted and directly operated programs the opportunity to review individual case referrals, and to determine the most appropriate specialized programs (FSP, ACT, and ATCMS) to serve individual consumers.

The goals of SANT 4 are:

- Linkage to housing resources;
- Successful community reintegration for persons with mental illness from institutional settings;
- Provision of services for underserved, un-served and inappropriately served consumers with mental illness through linkage to appropriate type and level of care;
- Reduction in homelessness in the Skid Row area;
- Promotion of MHSA services in the community in collaboration with service providers and community agencies; and
- Successful outreach and engagement efforts by contracted and directly operated programs that identify and link prospective consumers to services.

During the last quarter, SANT 4 has:

Received 139 referrals for adult consumers age 26-59 for specialized programs (ACT, FSP & ATCMS). Of the referrals:

48 referrals were received from non Skid Row areas

- 16 consumers were successfully enrolled in FSP
- 14 pre-authorized for FSP
- 3 refused specialized services
- 15 consumers did not meet FSP criteria (referred FCCS or ATCMS)

91 consumers were referred from the Skid Row area

- 30 successfully enrolled in FSP
- 35 currently pre-authorized for FSP services
- 14 refused specialized services
- 12 consumers did not meet FSP criteria (referred FCCS or ATCMS)

There were no referrals received from the Skid Row Area for Transition Age Youth (TAY-age 16-25 years) during this quarter.

Housing Trust Fund

A Countywide MHSA Housing Trust Fund of \$10.5 million was established to support the development of new permanent supportive housing for people with psychiatric disabilities. The Housing Trust Fund provides funds for on-site supportive services for supportive housing projects as well as supportive services for scattered site housing projects.

On May 19, 2009, the Board of Supervisors approved the request to enter into agreements with 12 agencies to provide supportive services for individuals with psychiatric disabilities who reside in new permanent supportive housing projects. In awarding the funds, the Department was committed to funding projects dispersed throughout the County. To that end, of the \$10.5 million, \$7,294,425 was awarded to projects in Supervisorial Districts (SDs) 1 through 4 and the remaining \$3,205,575 was left unallocated because there were few eligible projects in SDs 4 and 5. The Board gave the Department authority to enter into agreements for the remaining funds; \$1,105,575 for eligible projects in SD 4 and \$2,100,000 for eligible projects SD 5. The Department is developing a Request for Information to solicit interest in the remaining funds.

Housing Development

SRO Housing Corporation, which provides needed housing for homeless individuals in the Skid Row area, was notified in June 2007 that they were awarded \$5.2 million through the Governor's Homeless Initiative to develop the Winston Apartments, a 40 unit permanent supportive housing project. The \$5.2 million will include funding for capital development and a capitalized operating reserve. As a condition of funding, the Governor's Homeless Initiative required that local county mental health departments would commit MHSA funds for the provision of mental health services or FSP level services for the residents of the funded units. DMH, through DMHC's FSP Program, has committed to provide mental health services to qualifying residents of the Winston Apartments. Due to the current State funding freeze, the construction start date has been pushed back to August 2009. It is anticipated that the units will be available for leasing in November 2010.

SRO Housing Corporation has also secured \$14.6 million through a variety of funding sources, including Los Angeles Housing Department's Permanent Supportive Housing Program, Los Angeles County's Community Development Commission, and tax credits to develop the James Woods Apartments. The James Woods Apartments will include 53 single room occupancy units, of which 31 will be for special needs populations—those who are chronically homeless with a mental illness. DMHC's FSP Program will collaborate with SRO Housing Corporation to provide mental health services for qualified residents of the 31 units that are reserved for special needs populations. As of this date, the James Woods Apartments are under construction with a scheduled

completion date of June 2009. It is anticipated that the units will be available for leasing in August 2009.

Mental Health Services Act Housing Program

On August 6, 2007 the California Department of Mental Health (State DMH) and the California Housing Finance Agency (CalHFA) launched the MHSA Housing Program that provides funding to support capital development and capitalized operating subsidies for supportive housing for individuals with psychiatric disabilities and their families who are homeless or at risk of homelessness. State DMH allocated \$115 million to Los Angeles County for the development of supportive housing, \$40 million of which can be used for capitalized operating subsidies.

In November 2007, DMH released the Expression of Interest, a non-competitive solicitation inviting interested parties to submit a Letter of Interest in response to the notice of available funding for capital development and operating subsidies. In mid-March, an introductory information and training was held for individuals and organizations not familiar with the requirements associated with supportive housing projects and/or receiving public funds. Also included were those individuals and organizations that had submitted incomplete Letters of Interest and/or those reviewed by the MHSA Housing Advisory Board but that had not been recommended for further development at this point due to insufficient information, or other issues; and those that had further questions, or had expressed an interest in providing shared housing. This included individuals and organizations that were not traditional supportive housing developers. On June 10, 2008, the Board of Supervisors approved a Board letter authorizing the Department to sign an assignment agreement permitting the transfer of the Los Angeles County allocation of \$115 million to the CalHFA for the administration of the MHSA Housing Program.

The Department has received sixty-four Letters of Interest in various stages of development from the concept stage to fully developed projects with committed funding resources. Of the sixty-four proposed housing projects, the MHSA Housing Advisory Board identified thirty-nine as viable projects and recommended that the Department initiate further planning and development with the project sponsors. DMH has met with the project sponsors to provide technical assistance to those projects that were not recommended for further development. Because this funding is being offered through a non-competitive solicitation process, project sponsors may revise their housing proposals and resubmit them for consideration at will.

Thirty-one of the thirty-nine projects previously recommended for further development by the MHSA Housing Advisory Board have remained active as of June 25, 2009. The Department has submitted nine applications on behalf of the project sponsors to State DMH and CalHFA for funding. Five of them, The Young Burlington Apartments, The Nehemiah Court Apartments, Daniel's Village, The Courtyards in Long Beach and The

Glenoaks Gardens Apartments have been approved for funding by State DMH and CalHFA. The other four are still being reviewed by the State. The remaining twenty-two projects are in various stages of the local application process: seventeen project sponsors are currently initiating the service plan review process, two are finalizing their service plans for posting, two are currently posted on the Department's website for the 30 day public review and comment period, and one has been invited to submit their full application to the State DMH and CalHFA.

As of May 28, 2009, the Expression of Interest for the MHSA Housing Program was suspended. As stated in the Expression of Interest, the Department would accept Letters of Interest on a flow basis until the Department determined that it was in receipt of a sufficient number of Letters of Interest for proposed projects to exhaust the current \$115 million allocation for the Los Angeles County MHSA Housing Program. Any future notification of funding will be made available on the DMH website.

Crisis Resolution Services (CRS)

CRS is a short term (60 days or less), outpatient based, intensive, clinical and case management program that provides crisis intervention and stabilization for new and returning, disengaged clients. Services include but are not limited to: emergency shelter, transitional and permanent housing, referral for medical and dental services, benefits establishment, intensive case management, psychiatric services and medication, short-term psychotherapy, and crisis intervention.

CRS was implemented on October 11, 2007 providing two days of service weekly. Days of operation were gradually increased as new staff was hired. On May 12, 2008, CRS began operating five days a week, and on September 6, 2008, Saturday morning coverage was added for a total six days a week of program operations. Weekday utilization of CRS remains extremely high, however, despite vigorous promotion, Saturday utilization of services has been consistently dismal. Since August 2008, there have only been 3 new case openings initiated on Saturdays. As a result, the cost-benefit of providing extended program hours are being carefully weighed by the Department.

Since implementation, CRS has:

- Opened 2,837 new cases, averaging 7 new intakes daily;
- Reduced attrition rate among newly enrolled clients by 45%;
- Provided linkage to emergency, transitional or permanent housing to 87% of homeless clients on day of screening or intake; and

- Engaged 57% of all clients with a co-occurring mental health and substance use/abuse issue(s). As a result, these clients enrolled in treatment or peer counseling services. Motivational engagement efforts with the remaining 43% are ongoing.

The program provides immediate, frequent, intensive case management for clients, and employs a "whatever-it-takes" approach to addressing individual needs, including mental health services, housing, physical health care, and assistance with benefits establishment.

Skid Row Management Team (SRMT)

During this past quarter the DMH SRMT continued its ongoing efforts to sustain engagement with community providers and stakeholder groups, including consumers, and loft dwellers to obtain critical input about the many issues affecting the Skid Row area. The SRMT has held monthly meetings of the Skid Row Community Advisory Board (SRCAB), and with the Skid Row Homeless Healthcare Initiative. Both of these entities are collectives of Skid Row stakeholders (including consumers) that are dedicated to collaborative and integrative efforts to develop more accessible, and effective social and health care services.

SRMT activities over the past quarter have included:

- Coordination with Emotional Health Association dba SHARE! implementing their contracted CRWC in the Skid Row area, thereby enhancing the array of services available to clients;
- Represented DMH in the on going Center for Community Health of Downtown Los Angeles (formerly called Leavey Center) inter-agency service integration planning, and operational workgroups led by Chief Executive Office Service Integration Branch. Planning has culminated in the implementation and opening of the Center, which opened its doors for business on June 30, 2009. Other participant agencies are JWCH; Homeless Healthcare of Los Angeles; and County agencies: Departments of Public Health; Health Services; and Alcohol and Drug Programs Administration;
- Hosted and participated in weekly meetings of the Skid Row (Family) Assessment Team (SRAT) with Department of Children and Family Services (DCFS), Department Public Social Services (DPSS), Department of Public Health (DPH), and Los Angeles Homeless Services Authority (LAHSA) regarding the on-going provision of collaborative services to homeless families with minors. Also assisted with transitioning the SRAT to its new location within the Family Assessment Center at the Center for Community Health of Downtown Los Angeles, where the team has been based since June 30, 2009;

- Completed implementation of an adult FCCS program which will target persons in the Skid Row area who are 18 to 59 years old, homeless or at risk for homelessness, have mental health or co-occurring mental health, substance use and medical conditions, and are unresponsive to or reluctant to engage in traditional clinic-based services;
- Hosted monthly meetings with DMH Skid Row Community Advisory Board (SRCAB), which is a local forum for consumers, families, service providers and community representatives to provide the Skid Row Management Team (SRMT) with information, advice and recommendations regarding the mental health service needs in the Skid Row community;
- Represented DMH at the Skid Row Homeless Healthcare Initiative, which serves to develop collaborative and integrated physical and behavioral healthcare initiatives in the Skid Row area;
- Participated in the monthly DMH SA 4 Executive Providers Meetings;
- Continued collaboration with the Service Area 4 Management Team to coordinate the transition and transfer of oversight responsibility for DMH contract agencies in the Skid Row area to the SRMT. Full transition of responsibility will occur upon the appointment of a permanent District Chief for the DMH SRMT;
- Participation in monthly Service Area Advisory Committee (SAAC) meetings for SA 4. SAAC meetings are comprised of community stakeholders, including residents, persons who work in the area, consumers, family members of consumers and social service agencies. The meetings serve to educate the public about the MHSA, including priorities such as Prevention & Early Intervention (PEI), and solicit input and feedback from the public about DMH's implementation of MHSA programs.
- By appointment from the SAAC IV, served on the PEI Steering Committee as a representative for social service agencies to advocate for the needs of consumers and programs in Skid Row SA 4. The SA 4 PEI Steering Committee completed their work in March 2009, having selected priority populations and program models based on promising and evidenced-based practices. The recommendations of the SA 4 Steering Committee were aggregated with those of other PEI Steering Committee across Los Angeles County DMH and submitted to the State. The PEI program proposal for the Skid Row area will target individuals exposed to trauma.
- Participation in the Los Angeles City/County Coordinating Council for Homeless Families' monthly working group meetings, to implement recommendations of the

Los Angeles 10 Year Plan to End Homelessness that are specific to family homelessness, by ending and preventing family homelessness via increased inter-agency collaboration and service delivery, and increasing access to housing. The work group is exploring ways to address the increase in family homelessness due to the current mortgage and foreclosure crisis. In addition on June 23, 2009 the work group put on a community forum, "Responding to the Crisis—Homeless Families in L.A. Today" to develop recommendations and action steps for addressing the family shelter crisis;

- Participated in Service Area 4 Birth to 5 Collaborative Meetings to examine and address the service needs of children in this age range in the Metropolitan Los Angeles area, which includes Skid Row. The 2007 Greater Los Angeles Homeless Count tallied 2,540 minors in homeless families in the Metropolitan Los Angeles area, 51% (or 1,300) of which were age 5 or younger;
- Met with various partners to discuss the development of contingency plans for the possible elimination of CalWORKs funding by the State resulting in the termination of critical homeless families services special programming in the Skid Row, as well as other areas in the County; and
- Attended the June 25, 2009 open house for the SRO Housing Corporation's James M. Wood Apartments, a newly constructed, affordable housing apartment complex in Skid Row. SRMT and SRO are collaborating to provide on-site mental health services to residents of the building.

SRMT continues to work collaboratively with area stakeholders, service providers, and residents to enhance mental health services and supports in the Skid Row area.

Summary

In summary, the Department of Mental Health continues to demonstrate significant progress in enhancing and increasing community based mental health, housing, and other resources in the Skid Row area through the development of newly funded MHSA programs, and ongoing collaborations with local stakeholders. Currently, this includes complete implementation of Field Capable Clinical Services; the opening of the SHARE! Client Run Wellness Center; the opening of integrated medical and behavioral services program at the Center for Community Health of Downtown Los Angeles (formerly Leavey Center); and collaboration with SRO Housing Corporation's James M. Wood Apartments in Skid Row to provide on-site mental health services to residents. All of these programs focus on reducing homelessness for individuals with mental illness and breaking the costly cycle of emergency and inpatient care, and incarceration, while promoting recovery and successful community reintegration.

COUNTY OF LOS ANGELES

MARVIN J. SOUTHARD, D.S.W.
Director

ROBIN KAY, Ph.D.
Chief Deputy Director

RODERICK SHANER, M.D.
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550 SOUTH VERMONT AVENUE, LOS ANGELES, CALIFORNIA 90020

Reply To: (213) 738-4601
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April 19, 2010

TO: Each Supervisor

FROM: Marvin J. Southard, D.S.W.
Director of Mental Health

A handwritten signature in black ink, appearing to be "MJS", is written over the "FROM" line and extends into the "SUBJECT" line.

SUBJECT: **MENTAL HEALTH SERVICES ACT SKID ROW SERVICES
QUARTERLY REPORT – APRIL 2010**

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Your Board instructed DMH to provide a quarterly progress report on the MHSA community-based services and supports planned for Skid Row including:

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- Tracking outcome measures for MHSA funded programs in the Skid Row area; and
- Tracking the number of clients who refuse medical treatment for alcohol and drug abuse.

We will continue to provide quarterly reports, as instructed.

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Attachment

c: Sachi A. Hamai, Executive Officer

"To Enrich Lives Through Effective And Caring Service"

**LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH
MENTAL HEALTH SERVICES ACT
SKID ROW SERVICES PROGRESS REPORT**

April 19, 2010

On April 3, 2007, the Board of Supervisors approved the Department of Mental Health's (DMH) request to utilize Mental Health Services Act (MHSA) funding to implement programs to reduce homelessness and promote wellness and recovery in the Skid Row area. Since that time, the Department has implemented the following programs:

- Crisis Resolution Service (CRS) at the Downtown Mental Health Center (DMHC) which provides short term, intensive mental health and supportive services, including comprehensive assessment, medication evaluation and management, emergency shelter placement, and the initiation of benefits establishment.
- Skid Row Management Team (SRMT) provides overall administration, management and coordination of existing services and the development of new services in collaboration with local stakeholder planning groups.
- Client Run Wellness Center (CRWC) for the Skid Row area to serve individuals who no longer require intensive mental health services. On September 9, 2008 the Board of Supervisors approved the Board letter awarding Emotional Health Association dba SHARE! the contract with DMH to operate that CRWC in the Skid Row area. The program has been operational since April 2009.
- A directly operated Wellness Center had been planned for the Skid Row area since shortly after the passage of the MHSA. On March 1, 2009, the Department accomplished this goal with the transformation of the DMHC outpatient services to an enhanced Wellness Center.
- On June 30, 2009, the newly created DMHC Field Capable Clinical Services (FCCS) team began providing on-site mental health services, integrated with primary healthcare and substance abuse assessment services for clients at the Center for Community Health of Downtown Los Angeles (CCHDLA - formerly known as Leavey Center). The team also has the capacity to conduct field services to those clients residing in the area's shelters and Single Room Occupancy (SRO) Hotels.

DMH MHSA funded programs in the Skid Row area serve individuals in need of a variety of mental health and other treatment needs and supports. With the opening of the CCHDLA, CRWC, the implementation of a DMHC FCCS team, and the transformation of our DMHC outpatient program to a professionally staffed, enhanced Wellness Center, mental health clients in the Skid Row area currently have a vastly

enhanced array of wellness and recovery programming to address their individual service needs. Other MHSA funded programs that service the Skid Row area include the DMHC Full Service Partnership (FSP) program, and the Service Area 4 Navigator Team (SANT 4) which are discussed below. Also included are detailed reports on the performance of the DMHC CRS program and the Department's funding of new housing development, and associated service collaboration efforts.

Full Service Partnership (FSP)

DMHC FSP program was implemented in December 2006 and serves a maximum of 180 consumers. As of January 4, 2010 for which the outcome measures below are compiled, the number of enrollees was at 173 clients. Staff continue efforts to identify and enroll clients that require, and have proven to benefit from the intensity of services provided through FSP programming. This effort is concurrent with the FSP program evaluating clients that have demonstrated the ability to engage and comply with treatment to programs with lesser levels of programming while still supporting continuing wellness and recovery gains. Alternate programming may consist of directly operated Wellness Center services; CRWC services; along with employment, and ongoing support from a private mental health provider; and/or other services determined by the individualized needs of those clients. The outcomes described below illustrate the continuing successful efforts of DMHC FSP to reduce homelessness, incarceration, and acute psychiatric hospitalization.

- Days hospitalized year prior to partnership vs. post-partnership (adjusted for time): 29% decrease (last time there was also a 22% decrease).
- Days homeless year prior to partnership vs. post partnership (adjusted for time) 78% decrease (last time 76% decrease).
- Days incarcerated year prior to partnership vs. post partnership (adjusted for time): 2% increase (last time 10% increase – the increase this reporting period continues to be tracked to two distinct clients).
- 54% of the 173 clients currently enrolled in FSP have been identified with a history of co-occurring mental health and substance abuse/use issue in various stages of recovery, from active or episodic use, to abstinence. Most are actively engaged in appropriate treatment, ranging from 12 Step meetings, and FSP Skid Row Co-Occurring Recovery and Empowerment (SCORE) treatment programming.

Service Area 4 Navigation Team (SANT)

SANT 4 covers a wide and diverse area, which includes the Skid Row area. SANT links individuals of all ages to specialized mental health services such as FSP, Assertive Community Treatment (ACT) and Adult Targeted Case Management Services (ATCMS). One of the methods utilized by SANT 4 to accomplish its goals is through the Impact Unit. The Impact Unit serves a critical role in ensuring linkage to community programs and services. Meetings are held semi-monthly to assist Service Area 4's DMH contracted and directly operated programs the opportunity to review individual case referrals, and to determine the most appropriate specialized programs (FSP, ACT, and ATCMS) to serve individual consumers.

The goals of SANT 4 are:

- Linkage to housing resources;
- Successful community reintegration for persons with mental illness from institutional settings;
- Provision of services for underserved, un-served and inappropriately served consumers with mental illness through linkage to appropriate type and level of care;
- Reduction in homelessness in the Skid Row area;
- Promotion of MHSA services in the community in collaboration with service providers and community agencies; and
- Successful outreach and engagement efforts by contracted and directly operated programs that identify and link prospective consumers to services.

During the last quarter, SANT 4 has:

Received 60 referrals for adult consumers ages 26-59 for specialized programs (FSP & FCCS, ATCMS). Of the referrals:

- 22 referrals were received from non Skid Row areas
 - 2 consumers were successfully enrolled in FSP
 - 15 pre-authorized for FSP and
 - 5 refused specialized services

38 Consumers were referred from the Skid Row area

- 5 successfully enrolled in FSP
- 27 currently pre-authorized for FSP services
- 2 unable to be located for specialized services and
- 4 consumers did not meet FSP criteria (referred FCCS or ATCMS)

Received 66 referrals for Transition Age Youth (TAY- aged 16-25 years):

- 4 referred from Skid Row Area
- 33 referred from non skid row areas
- 21 not pre-authorized for FSP and
- 8 referred to other services

Permanent Supportive Housing

Consistent with the goal to reduce homelessness and promote wellness and recovery in the Skid Row area, the Department has committed MHSA funding to provide and/or leverage capital development, operating subsidy and service funding for the development of new supportive housing units. Overall, the Department is supporting the development of 293 new units of permanent supportive housing in Skid Row. Through its FSP, and Wellness Center (WC), DMHC has agreed to collaborate with SRO Housing Corporation to provide mental health services to the tenants occupying 31 units designated for special need populations in the James Wood Apartments (See Figure 1). With this commitment to provide mental health services for the 31 units designated as special needs, SRO Housing Corporation was able to leverage \$14.2 million for capital development. This housing project targeting individuals with a history of chronic homelessness and mental illness opened for occupancy in July 2009. Currently, 31 individuals that meet this criterion have moved into these units. DMHC is providing on-site mental health services to those individuals willing to participate.

Through the MHSA Housing Program, a component of the MHSA Community Services and Supports Plan, the Department has made a local commitment to provide capital development and capitalize operating subsidies for the development of new supportive housing units. To this end, 29 projects previously recommended for further planning and development by the MHSA Housing Advisory Board have remained active as of March 26, 2010. Of these 29 projects, three are located in the Skid Row area creating a total of 133 new supportive housing units (See Figure 1).

Figure 1

Project Name	Number of Units	
	FSP & WC Units	Total Units
DMHC Supported		
The James Wood Apartments	31	53
Total FSP Supported Units	31	53
MHSA Housing Program		
Charles Cobb Apartments	25	76
The Ford Apartments	90	151
New Genesis Apartments	18	106
Total MHSA Housing Program Units	133	333

Additionally, SRO Housing Corporation was awarded \$5.2 million through the Governor's Homeless Initiative to develop the Winston Apartments, a 40-unit permanent supportive housing project (See Figure 2). The \$5.2 million provides funding for capital development and a capitalized operating reserve. As a condition of funding, the Governor's Homeless Initiative required that local county mental health departments commit MHSA funds for the provision of mental health services or FSP level services for the residents of the funded units. DMH, through DMHC's FSP and WC Programs, has committed to provide mental health services to qualifying residents of the Winston Apartments. Due to the current State funding freeze, the projected construction start date was pushed back again to May 2010. It is anticipated that the units will be available for leasing in June 2011.

Figure 2

Project Name	Number of Units	
	GHI Units	Total Units
Governor Homeless Initiative (GHI)		
The Winston Apartments	40	40
Total GHI Units	40	40
Housing Trust Fund (HTF)	HTF Units	Total Units
Project Home	22	71
Rainbow & Abbey Apartments	50	120
Total HTF Units	72	191

Finally, a Countywide MHSA Housing Trust Fund Program of \$10.5 million was established to support the development of new permanent supportive housing for people with psychiatric disabilities. The Housing Trust Fund provides funds for on-site supportive services for supportive housing projects as well as supportive services for scattered site housing projects.

On May 19, 2009, the Board of Supervisors approved the request to enter into agreements with 12 agencies to provide supportive services for individuals with psychiatric disabilities who reside in new permanent supportive housing projects. As indicated in Figure 2, two of the Housing Trust Fund Program projects are located in Skid Row. While Project Home is still in development and scheduled to open in December 2010, the Rainbow and Abbey Apartments are fully occupied.

Housing Assistance

The Department provides financial resources for clients moving into housing from homelessness by paying the security deposit and purchasing the basic essentials to furnish their apartment. During the period July 1, 2009 through March 29, 2010, the Department assisted the following numbers of DMHC clients with securing permanent housing:

- 36 clients and/or their families with the security deposit at the time of move-in;
- 38 clients and/or their families with purchasing household goods;
- 1 client with eviction prevention; and
- 1 client with ongoing rental assistance.

Crisis Resolution Services (CRS)

CRS is a short term (60 days or less), outpatient based, intensive, clinical and case management program that provides crisis intervention and stabilization for new and returning, disengaged clients. Services include but are not limited to: emergency shelter, transitional and permanent housing, referral for medical and dental services, benefits establishment, intensive case management, psychiatric services and medication, short-term psychotherapy, and crisis intervention.

We are able to report the following information for the period October 2009 through December 2009: thirty days after receiving services from Downtown CRS:

- 97.5% of the clients did not require intervention from the DMH Psychiatric Emergency Services;

- 97.5% of the clients were not admitted to an Inpatient Psychiatric Hospital;
- 98.0% of the clients were not incarcerated; and
- Within ninety days after initial services from Downtown CRS, 20.0% of the clients were linked to and seen by another outpatient mental health service provider.

Since implementation, CRS has:

- Opened 4,123 (through February 2010) unique episodes;
- Provided linkage to emergency, transitional or permanent housing to 67% of homeless clients on day of screening or intake; and
- Engaged 48% of all clients with a co-occurring mental health and substance use/abuse issue(s). As a result, these clients were successfully enrolled in professional treatment, or peer counseling services. Motivational engagement efforts with the remaining 52% are ongoing.

The program provides immediate, frequent, intensive case management for clients, and employs a “whatever-it-takes” approach to addressing individual needs, including mental health services, housing, physical health care, and assistance with benefits establishment. Due to its demonstrated success over the past two years, DMH has decided to develop additional CRS programs in each Service Area throughout the County. The DMHC CRS was recognized with an award from the Los Angeles County Quality and Productivity Commission at the 23rd Annual Productivity and Quality Awards Luncheon on October 21, 2009.

Skid Row Management Team (SRMT)

During this past quarter the DMH Skid Row Management team continued its ongoing efforts to sustain engagement with community providers and stakeholder groups, including consumers and loft dwellers, to obtain critical input about the many issues affecting the Skid Row area. The SRMT has held monthly meetings of the Skid Row Community Advisory Board (SRCAB) as a vital venue for this community engagement effort. The SRCAB is comprised of Skid Row stakeholders, i.e., housing, health, and social service providers, and residents, including consumers that are dedicated to collaborative and integrative efforts to develop more accessible, and effective social and health care services.

SRMT activities over the past quarter have included:

- Represented DMH in the CCHDLA Leadership, Management, and Clinical Team meetings. Other participant agencies are JWCH; ADPA contractor, Homeless Healthcare of Los Angeles; and County agencies: Departments of Public Health; Health Services; and Mental Health.
- Hosted and participated in weekly and monthly meetings of the Skid Row (Family) Assessment Team (SRAT) with Department of Children and Family Services (DCFS), Department of Public Social Services (DPSS), Department of Public Health (DPH), and Los Angeles Homeless Services Authority (LAHSA) regarding the ongoing provision of collaborative services to homeless families with minors.
- Hosted monthly meetings with DMH SRCAB, which is a local forum for consumers, families, service providers and community representatives to provide the SRMT with information, advice and recommendations regarding the mental health service needs in the Skid Row community.
- Participated in the DMH Budget Mitigation work groups aimed at reconciling the Department's Fiscal Year 2009-2010 budget shortfall, and the projected shortfall for Fiscal Year 2010-2011.
- Participated in the monthly DMH Service Area 4 Executive Providers Meetings in collaboration with SA 4 Management Team.
- Participated in the monthly Service Area Advisory Committee (SAAC) meetings for Service Area IV. SAAC meetings are comprised of community stakeholders, including residents, persons who work in the area, consumers, family members of consumers and social service agencies. The meetings serve to educate the public about the MHSA, including priorities such as Prevention & Early Intervention (PEI), and solicit input and feedback from the public about DMH's implementation of MHSA programs.
- Continued planning for PEI programming implementation in the Skid Row area. The PEI program proposal for the Skid Row area will target individuals exposed to trauma.
- Participation in the Los Angeles City/County Coordinating Council for Homeless Families' monthly working group meetings, to implement recommendations of the Los Angeles 10 Year Plan to End Homelessness that are specific to family homelessness, by ending and preventing family homelessness via increased inter-agency collaboration and service delivery, and increasing access to

housing. The work group is exploring ways to address the increase in family homelessness due to the current mortgage and foreclosure crisis.

- Participated in Service Area 4 Birth to 5 Collaborative Meetings, to examine and address the service needs of children in this age range in the Metropolitan Los Angeles area, which includes Skid Row.
- Participated in monthly meetings of the Mental Health Transformation Committee with AFSCME and SEIU.
- Represented the DMH Skid Row programs in the California External Quality Site Review.
- Provided technical assistance to other DMH directly operated programs in other areas of Service Area 4 to implement or expand services under MHSA, such as Crisis resolution Services.

SRMT continues to work collaboratively with area stakeholders, service providers, and residents to enhance mental health services, and related programming and supports for homeless persons in the Skid Row area.

Summary

In summary, the Department of Mental Health has continued to demonstrate its commitment and progress to enhance, and increase innovative community based mental health services, housing, effective stakeholder collaborations, and other related services in the Skid Row area through the development of newly funded MHSA programs, and the transformation of existing services. Most recently this has included the implementation of Field Capable Clinical Services at the Center for Community Health of Downtown Los Angeles, a private and public partnership offering fully integrated medical and behavioral health services; the opening of the SHARE! Client Run Wellness Center; collaboration with SRO Housing Corporation's James M. Wood Apartments in Skid Row providing on-site mental health services to residents; and with the creation of the directly operated Wellness Center at the main DMHC site at 529 South Maple Avenue, DMHC became the first directly operated program which is completely transformed to Mental Health Services Act funded programs. All of these programs are dedicated to reducing homelessness for individuals with mental illness and breaking the costly cycle of emergency, inpatient care, and incarceration, while promoting recovery and successful community reintegration.

COUNTY OF LOS ANGELES

MARVIN J. SOUTHARD, D.S.W.
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Reply To: (213) 738-4601
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January 12, 2011

TO: Each Supervisor

FROM: Marvin J. Southard, D.S.W.
Director of Mental Health

SUBJECT: **MENTAL HEALTH SERVICES ACT SKID ROW SERVICES
QUARTERLY REPORT – JANUARY 2011**

This letter provides the latest status report regarding continuing Mental Health Services Act (MHSA) funded programs in the Skid Row area in response to your Board's April 3, 2007 motion instructing the Department of Mental Health (DMH) to take several actions related to efforts to reduce homelessness in Skid Row in coordination with communities outside of Skid Row.

Your Board instructed DMH to provide a quarterly progress report on the MHSA community-based services and supports planned for Skid Row including:

- Progress on implementation of programs planned for Skid Row, including Service Area Navigator Teams, Crisis Resolution Services, Full Service Partnerships, Wellness Centers, and the development of housing options;
- Tracking outcome measures for MHSA funded programs in the Skid Row area; and
- Tracking the number of clients who refuse medical treatment for alcohol and drug abuse.

We will continue to provide quarterly reports as instructed.

MJS:TB:LAH:mb

Attachment

c: Sachi A. Hamai, Executive Officer

"To Enrich Lives Through Effective And Caring Service"

**LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH
MENTAL HEALTH SERVICES ACT
SKID ROW SERVICES PROGRESS REPORT**

January 12, 2011

On April 3, 2007, the Board of Supervisors approved the Department of Mental Health's (DMH) request to utilize Mental Health Services Act (MHSA) funding to implement programs to reduce homelessness and promote wellness and recovery in the Skid Row area. Since that time, the Department has implemented the following programs:

- Crisis Resolution Service (CRS) at the Downtown Mental Health Center (DMHC) which provides short-term, intensive mental health and supportive services, including comprehensive assessment, medication evaluation and management, emergency shelter placement, and the initiation of benefits establishment.
- Skid Row Management Team (SRMT) provides overall administration, management and coordination of existing services and the development of new services in collaboration with local stakeholder planning groups.
- Client Run Wellness Center (CR-WC) for the Skid Row area to serve individuals who no longer require intensive mental health services. On September 9, 2008, the Board of Supervisors approved the Board Letter awarding Emotional Health Association dba SHARE! the contract with DMH to operate that Client Run Wellness Center in the Skid Row area. The program has been operational since April, 2009.
- On March 1, 2009, the Department accomplished the goal of creating a directly operated Wellness Center through the successful transformation of the DMHC outpatient services.
- On June 30, 2009, the newly created DMHC Field Capable Clinical Services (FCCS) team began providing on-site mental health services, integrated with primary healthcare and substance abuse assessment services for clients at the Center for Community Health of Downtown Los Angeles (CCHDLA - formerly known as Leavey Center). The team also has the capacity to provide field services to those clients residing in the area's shelters and Single Room Occupancy Hotels.

DMH MHSA funded programs in the Skid Row area serve individuals in need of a variety of mental health and other treatment needs and supports. With the opening of the CCHDLA and CR-WC, the implementation of a DMHC FCCS team, and the transformation of our DMHC outpatient program to a professionally staffed, enhanced Wellness Center, mental health clients in the Skid Row area currently have a vastly enhanced array of wellness and recovery programming to address their individual

service needs. Other MHSA funded programs that service the Skid Row area include the DMHC Full Service Partnership (FSP) program, and the Service Area 4 Navigator Team (SANT 4) which are discussed below. Also included are detailed reports on the performance of the DMHC CRS program and the Department's funding of a new housing development and associated service collaboration efforts.

Full Service Partnership (FSP)

DMHC FSP program was implemented in December 2006 and serves a maximum of 180 consumers. As of January 11, 2011 for which the outcome measures below are compiled, the number of enrollees was at 155 clients. There are an additional seven potential clients that have been recently referred for enrollment and are actively being outreached and engaged for services. Staff continues efforts to identify and enroll clients that require and have proven to benefit from the intensity of services provided through FSP programming. This effort is concurrent with the FSP program evaluating clients that have demonstrated the ability to engage and comply with treatment to programs with lesser levels of programming while still supporting continuing wellness and recovery gains. This latter process has resulted in nine cases being identified for closure. Alternate programming may consist of directly operated Wellness Center services; CR-WC services; along with employment and on-going support from a private mental health provider; and/or other services determined by the individualized needs of those clients. The outcomes described below illustrate the continuing successful efforts of DMHC FSP, to reduce homelessness, incarceration, and acute psychiatric hospitalization.

- Days hospitalized year prior to partnership vs. post-partnership (adjusted for time): 44% decrease (previously, there was a 33% decrease).
- Days homeless year prior to partnership vs. post partnership (adjusted for time): 80% decrease (previously, there was a 79% decrease).
- Days incarcerated year prior to partnership vs. post partnership (adjusted for time): 11% increase (previously, 8% increase).
- 59% of the 155 clients currently enrolled in FSP have been identified with a history of co-occurring mental health and substance abuse/use issues in various stages of recovery, from active or episodic use to abstinence. Most are actively engaged in appropriate treatment, ranging from 12 Step meetings and FSP Skid Row Co-Occurring Recovery and Empowerment (SCORE).

Service Area 4 Navigation Team (SANT)

SANT 4 covers a wide and diverse area, which includes the Skid Row area. SANT links individuals of all ages to specialized mental health services such as FSP, Assertive Community Treatment (ACT) and Adult Targeted Case Management Services (ATCMS). One of the methods utilized by SANT 4 to accomplish its goals is through the Impact Unit. The Impact Unit serves a critical role in ensuring linkage to community programs and services. Meetings are held semi-monthly to provide Service Area 4's DMH contracted and directly operated programs the opportunity to review individual case referrals, and to determine the most appropriate specialized programs (FSP, ACT, and ATCMS) to serve individual consumers.

The goals of SANT 4 are:

- Linkage to housing resources;
- Successful community reintegration for persons with mental illness from institutional settings;
- Provision of services for underserved, unserved and inappropriately served consumers with mental illness through linkage to appropriate type and level of care;
- Reduction in homelessness in the Skid Row area;
- Promotion of MHSA services in the community in collaboration with service providers and community agencies; and
- Successful outreach and engagement efforts by contracted and directly operated programs that identify and link prospective consumers to services.

During the last quarter, SANT 4 has received:

132 referrals for adult consumers age 26-59 for specialized programming (FSP). Of these referrals:

114 were received from non Skid Row areas, of which:

- 41 clients were successfully enrolled in FSP;
- 47 clients are currently in Outreach and Engagement;
- 26 refused specialized services or did not meet FSP criteria (referred to FCCS or other clinical services);

- 18 Consumers were referred from the Skid Row area;
- 8 clients were successfully enrolled in FSP;
- 10 clients are currently in Outreach and Engagement; and
- 0 clients refused specialized services or did not meet FSP criteria.

Received 72 referrals for Transition Aged Youth (TAY- aged 16-25 years):

- 5 clients were referred from Skid Row area and pre-authorized declined services;
- 27 clients were successfully enrolled in services;
- 13 clients are currently in Outreach and Engagement;
- 1 client refused services; and
- 26 clients did not meet FSP criteria and were referred to FCCS or other clinical services.

Permanent Supportive Housing

Consistent with the goal to reduce homelessness and promote wellness and recovery in the Skid Row area, the Department has committed MHSA funding to provide and/or leverage capital development, operating subsidy and service funding for the development of new supportive housing units. Overall, the Department is supporting the development of 781 new units of permanent supportive housing in Skid Row. Through its FSP and Wellness Center (WC) programs, DMHC has agreed to collaborate with SRO Housing Corporation to provide in-kind supportive services for several of their supportive housing projects in the Skid Row area. Currently, DMHC is providing in-kind supportive services to approximately 89 homeless individuals with a mental illness, who are residing at the James Wood Apartments and the Renato Apartments. DMHC has also agreed to provide in-kind supportive services to homeless individuals with a mental illness who will be residing at the proposed SRO Gateways Apartments. This apartment complex will consist of a total of 108 permanent supportive housing apartments which are all efficiency studio units. It is scheduled to open in December 2012. Since the in-kind supportive services will be provided by DMHC, SRO has committed to set aside approximately 53 units for DMHC clients. (See Figure 1).

Figure 1

DMHC Supported Units		Number of Units
Project Name	FSP & WC Supported Units	Total Units
Renato Apartments	58	96
The James Wood	31	53

Apartments		
The Gateways Apartments	53	108
Total DMHC FSP/WC Supported Units	142	257

Through the MHSA Housing Program, a component of the MHSA Community Services and Supports Plan, the Department has made a local commitment to provide capital development and capitalize operating subsidies for the development of new supportive housing units. To this end, 29 projects previously recommended for further planning and development by the MHSA Housing Advisory Board has remained active as of December 31, 2010. Of these 29 projects, three are located in the Skid Row area creating a total of 133 new supportive housing units for individuals with a mental illness (See Figure 2).

Figure 2

MHSA Housing Program	Number of Units	
Charles Cobb Apartments	25	76
The Ford Apartments	90	151
New Genesis Apartments	18	106
Total MHSA Housing Program Units	133	333

Finally, a Countywide MHSA Housing Trust Fund (HTF) Program of \$10.5 million was established to support the development of new permanent supportive housing for people with psychiatric disabilities. The Housing Trust Fund provides funds for on-site supportive services for supportive housing projects as well as supportive services for scattered site housing projects.

On May 19, 2009, the Board of Supervisors approved the request to enter into agreements with 12 agencies to provide supportive services for individuals with psychiatric disabilities who reside in new permanent supportive housing projects. As indicated in Figure 3, two of the Housing Trust Fund Program projects are located in Skid Row. Project Home opened in December 2010 and it is expected to be fully leased by March 2011. The Rainbow and Abbey Apartments are fully occupied.

Figure 3

HTF Program		
Project Name	Number of Units	
	HTF Units	Total Units
Project Home	22	71
Rainbow & Abbey Apartments	50	120
Total HTF Units	72	191

Housing Assistance

The Department provides financial resources for clients moving into housing from homelessness by paying the security deposit and purchasing the basic essentials to furnish their apartment. During the period July 1, 2010 through December 31, 2010, the Department assisted the following numbers of DMHC clients with securing permanent housing:

- 39 clients with the security deposit at the time of move-in;
- 51 clients and/or their families with purchasing household goods; and
- 2 clients with ongoing rental assistance.

Crisis Resolution Services (CRS)

CRS is a short term (60 days or less), outpatient based, intensive, clinical and case management program that provides crisis intervention and stabilization for new and returning, disengaged clients. Services include but are not limited to: emergency shelter, transitional and permanent housing, referral for medical and dental services, benefits establishment, intensive case management, psychiatric services, medication, short-term psychotherapy, and crisis intervention.

We are able to report the following information for the period July 2010 through September 2010: 30 days after receiving services from Downtown CRS:

- 98.4% of the clients did not require intervention from the DMH Psychiatric Emergency Services;
- 96.3% of the clients were not admitted to an Inpatient Psychiatric Hospital;
- 98.7% of the clients were not incarcerated; and

- Within 90 days after initial services from Downtown CRS, 15.0% of the clients were linked to and seen by another outpatient mental health service provider.

Since implementation, CRS has:

- Opened 6,713 (through September 2010) unique episodes;
- Provided linkage to emergency, transitional or permanent housing to 33% of homeless clients on day of screening or intake; and
- Engaged 35% of all clients with a co-occurring mental health and substance use/abuse issue(s). As a result, these clients were successfully enrolled in professional treatment, or peer counseling services. Motivational engagement efforts with the remaining 65% are ongoing.

The program provides immediate, frequent, intensive case management for clients, and employs a "whatever-it-takes" approach to addressing individual needs, including mental health services, housing, physical health care, and assistance with benefits establishment. Due to its demonstrated success over the past three years, DMH has developed additional CRS programs in each Service Area throughout the county.

Skid Row Management Team (SRMT)

During this past quarter, the DMH SRMT continued its ongoing efforts to sustain engagement with community providers and stakeholder groups, including consumers and loft dwellers, to obtain critical input about the many issues affecting the Skid Row area. The SRMT has held monthly meetings of the Skid Row Community Advisory Board (SRCAB) as a vital venue for this community engagement effort. The SRCAB is comprised of Skid Row stakeholders, i.e., housing, health, and social service providers, and residents, including consumers that are dedicated to collaborative and integrative efforts to develop more accessible, and effective social and health care services.

SRMT activities over the past quarter have included:

- Represented DMH in the Center for Community Health of Downtown Los Angeles (formerly called Leavey Center) Clinical Team meetings. Other participant agencies are JWCH; ADPA contractor, Homeless Healthcare of Los Angeles; and County agencies: Departments of Public Health; Health Services; and Mental Health;
- Hosted and participated in weekly and monthly meetings of the Skid Row (Family) Assessment Team (SRAT) with Department of Children and Family

Services (DCFS), Department of Public Social Services (DPSS), Department of Public Health (DPH), and Los Angeles Homeless Services Authority (LAHSA) regarding the ongoing provision of collaborative services to homeless families with minors;

- Hosted monthly meetings with DMH Skid Row Community Advisory Board (SRCAB), which is a local forum for consumers, families, service providers and community representatives to provide the (SRMT) with information, advice and recommendations regarding the mental health service needs in the Skid Row community;
- Participated in the monthly DMH Service Area 4 Executive Providers Meetings in collaboration with the SA 4 Management Team;
- Participated in the monthly Service Area Advisory Committee (SAAC) meetings for Service Area 4. SAAC meetings are comprised of community stakeholders, including residents, persons who work in the area, consumers, family members of consumers and social service agencies. The meetings serve to educate the public about the (MHSA), including priorities such as Prevention & Early Intervention (PEI), and solicit input and feedback from the public about DMH's implementation of MHSA programs;
- Continues to work with the lead District Chief for SA 4 in finalizing the staffing allocation and coordination of future services thru MHSA PEI program implementation in the Skid Row area. The PEI program proposal for the Skid Row area will target individuals exposed to trauma;
- Participation in the Los Angeles City/County Coordinating Council for Homeless Families' monthly working group meetings, to implement recommendations of the Los Angeles 10 Year Plan to End Homelessness that are specific to family homelessness, by ending and preventing family homelessness via increased interagency collaboration and service delivery, and increasing access to housing. The work group is exploring ways to address the increase in family homelessness due to the current mortgage and foreclosure crisis;
- Continued participation in the Central Library Project, a weekly outreach and engagement service with the Los Angeles City Library in downtown Los Angeles;
- Conducted a full scope review of existing services and provided technical assistance to Hollywood Mental Health Center to enhance the effectiveness of MHSA programming to be offered to that community, such as Crisis Resolution Services and PEI CORs;

- Continued its role of DMH leadership of the La Placita Project, in conjunction with the First District to coordinate the efforts of the participating agencies (Adult Protective Services, Los Angeles Homeless Services Authority, TeleCare Full Service partnership, and the Department of Public Social Services) to conduct outreach, engagement, and service provision, including housing, benefits establishment assistance, and mental health services to homeless individuals in and around the old Plaza Church.

SRMT continues to work collaboratively with area stakeholders, service providers, and residents to enhance mental health services, and related programming and supports for homeless persons in the Skid Row area.

Summary

In summary, the Department of Mental Health continues to demonstrate its commitment to enhance and increase innovative community based mental health services, housing, effective stakeholder collaborations, and other related services in the Skid Row area through the development of newly funded MHSA programs, and the transformation of existing services. Most recently this has included the implementation of FCCS at the CCHDLA, a private and public partnership offering fully integrated medical and behavioral health services; the opening of the SHARE! Client Run Wellness Center; collaboration with SRO Housing Corporation's James M. Wood Apartments in Skid Row providing on-site mental health services to residents; the initiation of the Los Angeles Library Outreach and assuming leadership of the La Placita Project; which both target identification of homeless individuals and linking them to mental health and other critical services. DMH programming in the skid row area has become a model for effectively run, integrated and collaborative services countywide. All of these programs are dedicated to reducing homelessness for individuals with mental illness and breaking the costly cycle of emergency, inpatient psychiatric care, and incarceration, while promoting recovery and successful community reintegration.

COUNTY OF LOS ANGELES

MARVIN J. SOUTHARD, D.S.W.
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Reply To: (213) 738-4601
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April 15, 2011

TO: Each Supervisor

FROM: Marvin J. Southard, D.S.W.
Director of Mental Health

SUBJECT: **MENTAL HEALTH SERVICES ACT SKID ROW SERVICES
QUARTERLY REPORT – APRIL 2011**

This memo provides the latest status report regarding continuing Mental Health Services Act (MHSA) funded programs in the Skid Row area in response to your Board's April 3, 2007 motion instructing the Department of Mental Health (DMH) to take several actions related to efforts to reduce homelessness in Skid Row in coordination with communities outside of Skid Row.

Your Board instructed DMH to provide a quarterly progress report on the MHSA community-based services and supports planned for Skid Row including:

- Progress on implementation of programs planned for Skid Row, including Service Area Navigator Teams, Crisis Resolution Services, Full Service Partnerships, Wellness Centers, and the development of housing options;
- Tracking outcome measures for MHSA funded programs in the Skid Row area; and
- Tracking the number of clients who refuse medical treatment for alcohol and drug abuse.

We will continue to provide quarterly reports as instructed.

MJS:TB:LAH:mb

Attachment

c: Sachi A. Hamai, Executive Officer

"To Enrich Lives Through Effective And Caring Service"

**LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH
MENTAL HEALTH SERVICES ACT
SKID ROW SERVICES PROGRESS REPORT**

April 15, 2011

On April 3, 2007, the Board of Supervisors approved the Department of Mental Health's (DMH) request to utilize Mental Health Services Act (MHSA) funding to implement programs to reduce homelessness and promote wellness and recovery in the Skid Row area. Since that time, the Department has implemented the following programs:

- Crisis Resolution Service (CRS) at the Downtown Mental Health Center (DMHC) which provides short term, intensive mental health and supportive services, including comprehensive assessment, medication evaluation and management, emergency shelter placement, and the initiation of benefits establishment.
- Skid Row Management Team (SRMT) provides overall administration, management and coordination of existing services and the development of new services in collaboration with local stakeholder planning groups.
- Client Run Wellness Center (CR-WC) for the Skid Row area to serve individuals who no longer require intensive mental health services. On September 9, 2008, the Board of Supervisors approved the Board Letter awarding Emotional Health Association dba SHARE! the contract with DMH to operate the CR-WC in the Skid Row area. The program has been operational since April 2009.
- On March 1, 2009, the Department accomplished the goal of creating a directly operated WC through the successful transformation of the DMHC outpatient services.
- On June 30, 2009, the newly created DMHC Field Capable Clinical Services (FCCS) team began providing on-site mental health services, integrated with primary healthcare and substance abuse assessment services for clients at the Center for Community Health of Downtown Los Angeles (CCHDLA - formerly known as Leavey Center). The team also has the capacity to provide field services to those clients residing in the area's shelters and Single Room Occupancy Hotels.

DMH MHSA funded programs in the Skid Row area serve individuals in need of a variety of mental health and other treatment needs and supports. With the opening of the CCHDLA and CR-WC, the implementation of a DMHC FCCS team, and the transformation of our DMHC outpatient program to a professionally staffed, enhanced Wellness Center, mental health clients in the Skid Row area currently have a vastly enhanced array of wellness and recovery programming to address their individual service needs. Other MHSA funded programs that service the Skid Row area include

the DMHC Full Service Partnership (FSP) program and the Service Area 4 Navigator Team (SANT 4) which are discussed below. Also included are detailed reports on the performance of the DMHC CRS program and the Department's funding of a new housing development and associated service collaboration efforts.

Full Service Partnership (FSP)

DMHC FSP program was implemented in December 2006 and serves a maximum of 180 consumers. As of April 4, 2011, for which the outcome measures below are compiled, the number of enrollees was at 158 clients. There are an additional seven potential clients that have been recently referred for enrollment and are actively being outreached and engaged for services. Staff continues efforts to identify and enroll clients that require and have proven to benefit from the intensity of services provided through FSP programming. This effort is concurrent with the FSP program evaluating clients that have demonstrated the ability to engage and comply with treatment to programs with lesser levels of programming while still supporting continuing wellness and recovery gains. This latter process has resulted in seven cases being identified for closure. Alternate programming may consist of directly operated Wellness Center services; CR-WC services along with employment and ongoing support from a private mental health provider; and/or other services determined by the individualized needs of those clients. The outcomes described below illustrate the continuing successful efforts of DMHC FSP to reduce homelessness, incarceration, and acute psychiatric hospitalization.

- Days hospitalized in the year prior to enrollment vs. post-enrollment (adjusted for time): 54% decrease (previously, 44% decrease).
- Days homeless in the year prior to enrollment vs. post enrollment (adjusted for time): 85% decrease (previously, 80% decrease).
- Days incarcerated in the year prior to enrollment vs. post enrollment (adjusted for time): 22% decrease (previously, 11% increase).
- 79% of the 158 clients currently enrolled in FSP have been identified with a history of co-occurring mental health and substance abuse/use issue in various stages of recovery, from active or episodic use, to abstinence. Most are actively engaged in appropriate treatment, ranging from 12-Step meetings, and FSP Skid Row Co-Occurring Recovery and Empowerment (SCORE) treatment programming.

Service Area 4 Navigation Team (SANT 4)

SANT 4 covers a wide and diverse area, which includes the Skid Row area. SANT links individuals of all ages to specialized mental health services such as FSP, Assertive Community Treatment (ACT), and Adult Targeted Case Management Services (ATCMS). One of the methods utilized by SANT 4 to accomplish its goals is through the Impact Unit. The Impact Unit serves a critical role in ensuring linkage to community programs and services. Meetings are held semi-monthly to provide Service Area 4's DMH contracted and directly operated programs the opportunity to review individual case referrals and to determine the most appropriate specialized programs (FSP, ACT, and ATCMS) to serve individual consumers.

The goals of SANT 4 are:

- Linkage to housing resources;
- Successful community reintegration for persons with mental illness from institutional settings;
- Provision of services for underserved, unserved and inappropriately served consumers with mental illness through linkage to appropriate type and level of care;
- Reduction in homelessness in the Skid Row area;
- Promotion of MHSA services in the community in collaboration with service providers and community agencies; and
- Successful outreach and engagement efforts by contracted and directly operated programs that identify and link prospective consumers to services.

During the last quarter, SANT 4 has received 123 referrals for adult consumers aged 26 through 59 for specialized programming (FSP). Of these referrals:

71 were received from non-Skid Row areas, of which:

- 9 clients were successfully enrolled in FSP;
- 36 clients are currently in Outreach and Engagement; and
- 26 refused specialized services or did not meet FSP criteria (referred to FCCS or other clinical services).

52 referrals were received from the Skid Row area, of which:

- 18 clients were successfully enrolled in FSP;
- 26 clients are currently in Outreach and Engagement; and
- 8 refused specialized services or did not meet FSP criteria.

Received 76 referrals for Transition Age Youth (16-25 years), of which:

3 clients were referred from Skid Row Area, of which:

- 2 clients were linked to a TAY shelter; and
- 1 client has not yet responded to outreach and engagement efforts.

; 73 clients were received from non-Skid Row area, of which:

- 23 clients were successfully enrolled in services;
- 11 clients are currently in Outreach and Engagement;
- 3 clients refused services; and
- 36 clients did not meet FSP criteria and were referred to FCCS or other clinical services.

Permanent Supportive Housing

Consistent with the goal to reduce homelessness and promote wellness and recovery in the Skid Row area, the Department has committed MHSA funding to provide and/or leverage capital development, operating subsidy and service funding for the development of new supportive housing units. Overall, the Department is supporting the development of 781 new units of permanent supportive housing in Skid Row. Through its FSP and WC programs, DMHC has agreed to collaborate with Single Room Occupancy (SRO) Housing Corporation to provide in-kind supportive services for several of their supportive housing projects in the Skid Row area. Currently, DMHC is providing in-kind supportive services to approximately 89 homeless individuals with a mental illness, who are residing at the James Wood Apartments and the Renato Apartments. DMHC has also agreed to provide in-kind supportive services to homeless individuals with a mental illness who will be residing at the proposed SRO Gateways Apartments. This apartment complex will consist of a total of 108 permanent supportive housing apartments which are all efficiency studio units. It is scheduled to open in December 2012. Since the in-kind supportive services will be provided by DMHC, SRO has committed to set aside approximately 53 units for DMHC clients (see Figure 1).

Figure 1

DMHC Supported Units		Number of Units	
Project Name		FSP & WC Supported Units	Total Units
Renato Apartments		58	96
The James Wood Apartments		31	53
The Gateways Apartments		53	108
Total DMHC FSP/WC Supported Units		142	257

Through the MHSA Housing Program, a component of the MHSA Community Services and Supports Plan, the Department has made a local commitment to provide capital development and capitalize operating subsidies for the development of new supportive housing units. As of March 31, 2011, DMH has committed MHSA funds to 30 projects to provide permanent supportive housing. Of these 30 projects, three are located in the Skid Row area creating a total of 133 new supportive housing units for individuals with a mental illness (See Figure 2).

Figure 2

MHSA Housing Program		Number of Units	
Charles Cobb Apartments		25	76
The Ford Apartments		90	151
New Genesis Apartments		18	106
Total MHSA Housing Program Units		133	333

Finally, a Countywide MHSA Housing Trust Fund (HTF) Program of \$10.5 million was established to support the development of new permanent supportive housing for people with psychiatric disabilities. The HTF provides funds for on-site supportive services for supportive housing projects as well as supportive services for scattered site housing projects.

Of the fifteen executed Service Agreements for the HTF Program, twelve are in operation. One of the operational service agreements involves both shared housing and scattered projects. Through the HTF Program, supportive services are being provided to approximately 400 tenants residing in permanent supportive housing. The services being provided assists formerly homeless individuals and their families

maintain their housing and pursue their recovery goals. As indicated in Figure 3, two of the Housing Trust Fund Program projects are located in Skid Row. Project Home opened in December 2010. The Rainbow and Abbey Apartments are fully occupied.

Figure 3

HTF Program		
Project Name	Number of Units	
	HTF Units	Total Units
Project Home	22	71
Rainbow & Abbey Apartments	50	120
Total HTF Units	72	191

Housing Assistance

The Department provides financial resources for clients moving into housing from homelessness by paying the security deposit and purchasing the basic essentials to furnish their apartment. During the period July 1, 2010 through March 31, 2011, the Department assisted the following numbers of DMHC clients with securing permanent housing:

- 47 clients with the security deposit at the time of move-in;
- 82 clients and/or their families with purchasing household goods; and
- 6 clients with ongoing rental assistance.

Crisis Resolution Services (CRS)

CRS is a short term (60 days or less), outpatient, intensive, clinical and case management program that provides crisis intervention and stabilization for new, returning or disengaged clients. Services include but are not limited to: emergency shelter, transitional and permanent housing, referral for medical and dental services, benefits establishment, intensive case management, psychiatric services, medication, short-term psychotherapy, and crisis intervention.

We are able to report the following information for the period of October 2010 through December 2010:

30 days after receiving services from Downtown CRS:

- 96.5% of the clients did not require intervention from DMH Psychiatric Emergency Services;

- 97.8% of the clients were not admitted to an Inpatient Psychiatric Hospital;
- 98.7% of the clients were not incarcerated; and
- Within 90 days after initial services from Downtown CRS, 30.6% of the clients were linked to and seen by another outpatient mental health service provider.

Since implementation, CRS has:

- Opened 7,240 (October 2007 through September 2010) unique episodes;
- Provided linkage to emergency, transitional or permanent housing to 33% of homeless clients on day of screening or intake; and
- Engaged 33% of all clients with a co-occurring mental health and substance use/abuse issue(s). As a result, these clients were successfully enrolled in professional treatment or peer counseling services. Motivational engagement efforts with the remaining 67% are ongoing.

The program provides immediate, frequent, intensive case management for clients and employs a "whatever-it-takes" approach to addressing individual needs, including mental health services, housing, physical health care, and assistance with benefits establishment. Due to its demonstrated success over the past three years, DMH has developed additional CRS programs in each Service Area throughout the County.

Skid Row Management Team (SRMT)

During this past quarter the DMH SRMT continued its ongoing efforts to sustain engagement with community providers and stakeholder groups, including consumers and loft dwellers, to obtain critical input about the many issues affecting the Skid Row area. The SRMT has held bi-monthly meetings of the Skid Row Community Advisory Board (SRCAB) as a vital venue for this community engagement effort. The SRCAB is comprised of Skid Row stakeholders, i.e., housing, health, and social service providers; and residents, including consumers that are dedicated to collaborative and integrative efforts to develop more accessible and effective social and health care services.

SRMT activities over the past quarter have included:

- Represented DMH in the Center for Community Health of Downtown Los Angeles (formerly Leavey Center) Clinical and Executive Leadership Team meetings. Other participant agencies are JWCH; ADPA contractor, Homeless

Healthcare of Los Angeles; and County agencies: Departments of Public Health and Health Services.

- Hosted and participated in weekly and monthly meetings of the Skid Row (Family) Assessment Team (SRAT) with Department of Children and Family Services (DCFS), Department of Public Social Services (DPSS), Department of Public Health (DPH), and Los Angeles Homeless Services Authority (LAHSA) regarding the ongoing provision of collaborative services to homeless families with minors;
- Hosted monthly meetings with DMH SRCAB, which is a local forum for consumers, families, service providers, and community representatives to provide the SRMT with information, advice and recommendations regarding the mental health service needs in the Skid Row community;
- Participated in the monthly DMH Service Area 4 Executive Providers Meetings in collaboration with SA 4 Management Team;
- Participated in the monthly Service Area Advisory Committee (SAAC) meetings for SA 4. SAAC meetings are comprised of community stakeholders, including residents, persons who work in the area, consumers, family members of consumers, and social service agencies. The meetings serve to educate the public about the MHSA, including priorities such as Prevention and Early Intervention (PEI), and solicit input and feedback from the public about DMH's implementation of MHSA programs;
- Participated in the Los Angeles City/County Coordinating Council for Homeless Families' monthly working group meetings to implement recommendations of the Los Angeles 10-Year Plan to End Homelessness that are specific to family homelessness, by ending and preventing family homelessness via increased interagency collaboration and service delivery, and increasing access to housing. The work group is exploring ways to address the increase in family homelessness due to the current mortgage and foreclosure crisis;
- Continued participation in the Central Library Project, a weekly outreach and engagement service with the Los Angeles City Library in downtown Los Angeles;
- Conducted a full scope review of existing services and provided technical assistance to Hollywood Mental Health Center to enhance the effectiveness of MHSA programming to be offered to that community, such as CRS and PEI Crisis Oriented Recovery Services (CORS);

- Continued its leadership role in the La Placita Project, in conjunction with the First District to coordinate the efforts of the participating agencies (Adult Protective Services, Los Angeles Homeless Services Authority, TeleCare Full Service partnership, and the Department of Public Social Services) to conduct outreach, engagement, and service provision, including housing, benefits establishment assistance, and mental health services to homeless individuals in and around the old Plaza Church. To date the project has housed 47 individuals.

SRMT continues to work collaboratively with area stakeholders, service providers, and residents to enhance mental health services, and related programming and supports for homeless persons in the Skid Row area.

Summary

In summary, the Department of Mental Health is committed to enhance and increase innovative community based mental health services, housing, effective stakeholder collaborations, and other related services in the Skid Row area through the development of newly funded MHSA programs and the transformation of existing services. Most recently this has included the implementation of FCCS at the CCHDLA, a private and public partnership offering fully integrated medical and behavioral health services; the opening of the SHARE! Client Run Wellness Center; collaboration with SRO Housing Corporation's James M. Wood Apartments in Skid Row providing on-site mental health services to residents; the initiation of the Los Angeles Library Outreach and assuming leadership of the La Placita Project; which both target identification of homeless individuals and linking them to mental health and other critical services. DMH programming in the skid row area has become a model for effective, integrated, and collaborative services countywide. These programs are dedicated to reducing homelessness for individuals with mental illness and breaking the costly cycle of emergency or inpatient psychiatric care, and/or incarceration, while promoting recovery and successful community reintegration.

COUNTY OF LOS ANGELES

MARVIN J. SOUTHARD, D.S.W.
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DEPARTMENT OF MENTAL HEALTH

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550 SOUTH VERMONT AVENUE, LOS ANGELES, CALIFORNIA 90020

Reply To: (213) 738-4601
Fax: (213) 386-1297

October 19, 2011

TO: Each Supervisor

FROM: Marvin J. Southard, D.S.W.
Director

SUBJECT: **MENTAL HEALTH SERVICES ACT SKID ROW SERVICES
QUARTERLY REPORT – OCTOBER 2011**

This memo provides the latest status report regarding continuing Mental Health Services Act (MHSA) funded programs in the Skid Row area in response to your Board's April 3, 2007 motion instructing the Department of Mental Health (DMH) to take several actions related to efforts to reduce homelessness in Skid Row in coordination with communities outside of Skid Row.

Your Board instructed DMH to provide a quarterly progress report on the MHSA community-based services and supports planned for Skid Row including:

- Progress on implementation of programs planned for Skid Row, including Service Area Navigator Teams, Crisis Resolution Services, Full Service Partnerships, Wellness Centers, and the development of housing options;
- Tracking outcome measures for MHSA funded programs in the Skid Row area; and
- Tracking the number of clients who refuse medical treatment for alcohol and drug abuse.

We will continue to provide quarterly reports as instructed.

MJS:TB:LAH:mb

Attachment

c: Sachi A. Hamai, Executive Officer

"To Enrich Lives Through Effective And Caring Service"

**LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH
MENTAL HEALTH SERVICES ACT
SKID ROW SERVICES PROGRESS REPORT**

October 19, 2011

On April 3, 2007, the Board of Supervisors approved the Department of Mental Health's (DMH) request to utilize Mental Health Services Act (MHSA) funding to implement programs to reduce homelessness and promote wellness and recovery in the Skid Row area. Since that time, the Department has implemented the following programs:

- Crisis Resolution Service (CRS) at the Downtown Mental Health Center (DMHC) which provides short term, intensive mental health and supportive services, including comprehensive assessment, medication evaluation and management, emergency shelter placement, and the initiation of benefits establishment.
- Skid Row Management Team (SRMT) provides overall administration, management and coordination of existing services and the development of new services in collaboration with local stakeholder planning groups.
- Client Run Wellness Center (CR-WC) for the Skid Row area to serve individuals who no longer require intensive mental health services. On September 9, 2008, the Board of Supervisors approved the Board Letter awarding Emotional Health Association dba SHARE! the contract with DMH to operate the CR-WC in the Skid Row area. The program has been operational since April 2009.
- On March 1, 2009, the Department accomplished the goal of creating a directly operated Wellness Center through the successful transformation of the DMHC outpatient services.
- On June 30, 2009, the newly created DMHC Field Capable Clinical Services (FCCS) team began providing on-site mental health services, integrated with primary healthcare and substance abuse assessment services for clients at the Center for Community Health of Downtown Los Angeles (CCHDLA - formerly known as Leavey Center). The team also has the capacity to provide field services to those clients residing in the area's shelters and single room occupancy hotels.

DMH MHSA funded programs in the Skid Row area serve individuals in need of a variety of mental health and other treatment needs and supports. With the opening of the CCHDLA, CR-WC, the implementation of a DMHC FCCS team, and the transformation of our DMHC outpatient program to a professionally staffed, enhanced Wellness Center, mental health clients in the Skid Row area currently have a vastly enhanced array of wellness and recovery programming to address their individual service needs. Other MHSA funded programs that service the Skid Row area include

the DMHC Full Service Partnership (FSP) program, and the Service Area 4 Navigator Team (SANT 4) which are discussed below. Also included are detailed reports on the performance of the DMHC CRS program and the Department's funding of new housing development, and associated service collaboration efforts.

Full Service Partnership (FSP)

DMHC FSP program was implemented in December 2006, and serves a maximum of 180 consumers. As of October 1, 2011, for which the outcome measures below are compiled, the number of enrollees was at 170 clients. There are an additional eight potential clients that have been recently referred for enrollment and are actively being outreached and engaged for services. Staff continues efforts to identify and enroll clients that require, and have proven to benefit from the intensity of services provided through FSP programming. This effort is concurrent with the FSP program evaluating clients that have demonstrated the ability to engage and comply with treatment to programs with lesser levels of programming while still supporting continuing wellness and recovery gains. This latter process has resulted in seven cases being identified for closure. Alternate programming may consist of directly operated Wellness Center services; CR-WC services along with employment and on-going support from a private mental health provider; and/or other services determined by the individualized needs of those clients. The outcomes described below illustrate the continuing successful efforts of DMHC FSP to reduce homelessness, incarceration, and acute psychiatric hospitalization.

- Days hospitalized in the year prior to enrollment vs. post-enrollment (adjusted for time): 56% decrease (previously, 60% decrease).
- Days homeless in the year prior to enrollment vs. post-enrollment (adjusted for time): 85% decrease (previously, 85% decrease).
- Days incarcerated year prior to enrollment vs. post-enrollment (adjusted for time): 22% decrease (previously, 21% increase).
- 79% of the 162 clients currently enrolled in FSP have been identified with a history of co-occurring mental health and substance abuse/use issue in various stages of recovery, from active or episodic use, to abstinence. Most are actively engaged in appropriate treatment, ranging from 12-Step meetings, and FSP Skid Row Co-Occurring Recovery and Empowerment (SCORE) treatment programming.

Service Area 4 Navigation Team (SANT 4)

SANT 4 covers a wide and diverse area, which includes the Skid Row area. SANT 4 links individuals of all ages to specialized mental health services such as FSP, Assertive Community Treatment (ACT) and Adult Targeted Case Management Services (ATCMS). One of the methods utilized by SANT 4 to accomplish its goals is through the Impact Unit. The Impact Unit serves a critical role in ensuring linkage to community programs and services. Meetings are held semi-monthly to provide Service Area 4's DMH contracted and directly operated programs the opportunity to review individual case referrals and to determine the most appropriate specialized programs (FSP, ACT, and ATCMS) to serve individual consumers.

The goals of SANT 4 are:

- Linkage to housing resources;
- Successful community reintegration for persons with mental illness from institutional settings;
- Provision of services for underserved, unserved and inappropriately served consumers with mental illness through linkage to appropriate type and level of care;
- Reduction in homelessness in the Skid Row area;
- Promotion of MHSA services in the community in collaboration with service providers and community agencies; and
- Successful outreach and engagement efforts by contracted and directly operated programs that identify and link prospective consumers to services.

During the last quarter, SANT 4 has received 176 referrals for adult consumers age 26 through 59 years of age for specialized programming FSP. Of these referrals:

Received 159 from non-skid row areas, of which:

- 109 clients were pre-authorized for FSP of which 25 clients were enrolled in FSP;
- 8 clients are currently in Outreach and Engagement;
- 9 clients were referred to other service areas;
- 2 clients were admitted to Institutions for Mental Disease (IMD's);
- 1 client was incarcerated;
- 3 clients were enrolled in outpatient programs;

- 3 clients refused specialized services or did not meet FSP criteria (referred to FCCS or other clinical services); and
- 24 clients were not located during Outreach and Engagement efforts.

Received 17 referrals from the Skid Row area, of which:

- 7 clients were enrolled in FSP;
- 6 clients are currently in Outreach and Engagement;
- 1 client was enrolled in FCCS;
- 1 client was enrolled in outpatient programs;
- 1 client was referred to FCCS; and
- 1 client was not located during Outreach and Engagement efforts.

Received 51 referrals for Transition Age Youth (16-25 years), of which:

- No clients were referred from Skid Row area;

Received 51 clients from non-Skid Row area, of which:

- 13 clients were successfully enrolled in services;
- 16 clients are currently in Outreach and Engagement;
- No client refused services; and
- 22 clients did not meet FSP criteria and were referred to FCCS or other clinical services.

Permanent Supportive Housing

Consistent with the goal to reduce homelessness and promote wellness and recovery in the Skid Row area, the Department has committed MHSA funding to provide and/or leverage capital development, operating subsidy and service funding for the development of new supportive housing units. Overall, the Department is supporting the development of 781 new units of permanent supportive housing in Skid Row. Through its FSP and WC programs, DMHC has agreed to collaborate with SRO Housing Corporation to provide in-kind supportive services for several of their supportive housing projects in the Skid Row area. Currently, DMHC is providing in-kind supportive services to approximately 89 homeless individuals with a mental illness who are residing at the James Wood Apartments and the Renato Apartments. DMHC has also agreed to provide in-kind supportive services to homeless individuals with a mental illness who will be residing at the proposed SRO Gateways Apartments. This apartment complex will consist of a total of 108 permanent supportive housing apartments which are all efficiency studio units. It is scheduled to open in December 2012. Since the in-kind

supportive services will be provided by DMHC, SRO has committed to set aside approximately 53 units for DMHC clients (See Figure 1).

Figure 1

DMHC Supported Units		Number of Units	
Project Name		FSP & WC Supported Units	Total Units
Renato Apartments		58	96
The James Wood Apartments		31	53
The Gateways Apartments		53	108
Total DMHC FSP/WC Supported Units		142	257

Through the MHSA Housing Program, a component of the MHSA Community Services and Supports Plan, the Department has made a local commitment to provide capital development and capitalized operating subsidies for the development of new supportive housing units. As of September 30, 2011, DMH has committed MHSA funds to 35 projects to provide permanent supportive housing. Of these 35 projects, three are located in the Skid Row area creating 133 new permanent housing units for individuals with a mental illness and 333 total supportive housing units (See Figure 2). The remaining 32 projects are distributed throughout the County of Los Angeles with at least one project in each Service Planning Area.

Figure 2

MHSA Housing Program	Number of Units	
	MHSA Units	Total Units
Charles Cobb Apartments	25	76
The Ford Apartments	90	151
New Genesis Apartments	18	106
Total MHSA Housing Program Units	133	333

Finally, a Countywide MHSA Housing Trust Fund (HTF) Program of \$10.5 million was established to support the development of new permanent supportive housing for people with psychiatric disabilities. The HTF provides funds for on-site supportive services for supportive housing projects as well as supportive services for scattered site housing projects.

Of the 15 executed Service Agreements for the HTF Program, 12 are in operation. One of the operational service agreements involves both shared housing and scattered site projects. Through the HTF Program, supportive services are being provided to

approximately 400 tenants residing in permanent supportive housing. The services being provided assist formerly homeless individuals and their families maintain their housing and pursue their recovery goals. As indicated in Figure 3, two of the Housing Trust Fund Program projects are located in Skid Row. Project Home opened in December 2010. The Rainbow and Abbey Apartments are fully occupied.

Figure 3

HTF Program		
Project	Number of Units	
	HTF Units	Total Units
Project Home	22	71
Rainbow & Abbey Apartments	50	120
Total HTF Units	72	191

Housing Assistance

The Department provides financial resources for clients moving into housing from homelessness by paying the security deposit and purchasing the basic essentials to furnish their apartment. During the period July 1, 2011, through September 30, 2011, the Department assisted the following numbers of DMHC clients with securing permanent housing:

- 9 clients with the security deposit at the time of move-in;
- 28 clients and/or their families with purchasing household goods;
- 6 clients with ongoing rental assistance; and
- 1 client with Eviction Prevention assistance to prevent homelessness.

Crisis Resolution Services (CRS)

CRS is a short term (60 days or less), outpatient, intensive, clinical and case management program that provides crisis intervention and stabilization for new, returning, or disengaged clients. Services include but are not limited to: emergency shelter, transitional and permanent housing, referrals for medical and dental services, benefits establishment, intensive case management, psychiatric services, medication, short-term psychotherapy, and crisis intervention.

We are able to report the following information for the period April 2011 through June 2011:

30 days after receiving services from Downtown CRS:

- 98.1% of the clients did not require intervention from the DMH Psychiatric Emergency Services;
- 97.0% of the clients were not admitted to an Inpatient Psychiatric Hospital;
- 98.7% of the clients were not incarcerated; and
- Within 90 days after initial services from Downtown CRS, 14.6% of the clients were linked to and seen by another outpatient mental health service provider.

Since implementation, CRS has:

- Opened 8,393 (through June 2011) unique episodes;
- Provided linkage to emergency, transitional or permanent housing to 28% of homeless clients on day of screening or intake; and
- Engaged 26% of all clients with a co-occurring mental health and substance use/abuse issue(s). As a result, these clients were successfully enrolled in professional treatment or peer counseling services. Motivational engagement efforts with the remaining 74% are ongoing.

The program provides immediate, frequent, intensive case management for clients and employs a "whatever-it-takes" approach to addressing individual needs, including mental health services, housing, physical health care, and assistance with benefits establishment. Due to its demonstrated success over the past three years, DMH has developed additional CRS programs in each Service Area throughout the County.

Skid Row Management Team (SRMT)

During this past quarter the DMH SRMT continued its ongoing efforts to sustain engagement with community providers and stakeholder groups, including consumers and loft dwellers, to obtain critical input about the many issues affecting the Skid Row area. The SRMT has held bi-monthly meetings of the Skid Row Community Advisory Board (SRCAB) as a vital venue for this community engagement effort. The SRCAB is comprised of Skid Row stakeholders, i.e., housing, health, and social service providers; and residents, including consumers that are dedicated to collaborative and integrative efforts to develop more accessible, and effective social and health care services.

SRMT activities over the past quarter have included:

- Represented DMH in the Center for Community Health of Downtown Los Angeles (formerly called Leavey Center) Clinical and Executive Leadership Team meetings.

Other participant agencies are JWCH; Homeless Healthcare of Los Angeles; and County agencies: Departments of Public Health and Health Services.

- Hosted and participated in weekly and monthly meetings of the Skid Row (Family) Assessment Team (SRAT) with Department of Children and Family Services (DCFS), Department Public Social Services (DPSS), Department of Public Health (DPH), and Los Angeles Homeless Services Authority (LAHSA) regarding the ongoing provision of collaborative services to homeless families with minors.
- Hired staff and implemented Healthy Way, L.A. (HWLA) and Prevention and Early Intervention (PEI) Services at Downtown Mental Health Center.
- Hosted monthly meetings with the Program Heads of SA 4 directly operated programs to plan the implementation of expanded PEI services and HWLA programming.
- Hosted monthly meetings with DMH SRCAB, which is a local forum for consumers, families, service providers, and community representatives to provide the SRMT with information, advice and recommendations regarding the mental health service needs in the Skid Row community.
- Participated in the monthly DMH SA 4 Executive Providers Meetings in collaboration with SA 4 Management Team.
- Participated in the monthly Service Area Advisory Committee (SAAC) meetings for SA 4. SAAC meetings are comprised of community stakeholders, including residents, persons who work in the area, consumers, family members of consumers and social service agencies. The meetings serve to educate the public about the MHSA, including priorities such as PEI, and solicit input and feedback from the public about DMH's implementation of MHSA programs.
- Participated in the Los Angeles City/County Coordinating Council for Homeless Families' monthly working group meetings to implement recommendations of the Los Angeles 10-Year Plan to End Homelessness that are specific to family homelessness, by ending and preventing family homelessness via increased interagency collaboration and service delivery, and increasing access to housing. The work group is exploring ways to address the increase in family homelessness due to the current mortgage and foreclosure crisis.
- Continued participation in the Central Library Project, a weekly outreach and engagement service with the Los Angeles City Library in downtown Los Angeles.

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Reply To: (213) 738-4601
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January 9, 2012

TO: Each Supervisor

FROM: Marvin J. Southard, D.S.W.
Director

SUBJECT: **MENTAL HEALTH SERVICES ACT SKID ROW SERVICES
QUARTERLY REPORT – JANUARY 2012**

This memo provides the latest status report regarding continuing Mental Health Services Act (MHSA) funded programs in the Skid Row area in response to your Board's April 3, 2007 motion instructing the Department of Mental Health (DMH) to take several actions related to efforts to reduce homelessness in Skid Row in coordination with communities outside of Skid Row.

Your Board instructed DMH to provide a quarterly progress report on the MHSA community-based services and supports planned for Skid Row including:

- Progress on implementation of programs planned for Skid Row, including Service Area Navigator Teams, Crisis Resolution Services, Full Service Partnerships, Wellness Centers, and the development of housing options;
- Tracking outcome measures for MHSA funded programs in the Skid Row area; and
- Tracking the number of clients who refuse medical treatment for alcohol and drug abuse.

We will continue to provide quarterly reports as instructed.

MJS:TB:LAH:mb

Attachment

c: Sachi A. Hamai, Executive Officer

"To Enrich Lives Through Effective And Caring Service"

**LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH
MENTAL HEALTH SERVICES ACT
SKID ROW SERVICES PROGRESS REPORT**

January 9, 2012

On April 3, 2007, the Board of Supervisors approved the Department of Mental Health's (DMH) request to utilize Mental Health Services Act (MHSA) funding to implement programs to reduce homelessness and promote wellness and recovery in the Skid Row area. Since that time, the Department has implemented the following programs:

- Crisis Resolution Service (CRS) at the Downtown Mental Health Center (DMHC) which provides short term, intensive mental health and supportive services, including comprehensive assessment, medication evaluation and management, emergency shelter placement, and the initiation of benefits establishment.
- Skid Row Management Team (SRMT) provides overall administration, management and coordination of existing services and the development of new services in collaboration with local stakeholder planning groups.
- Client Run Wellness Center (CR-WC) for the Skid Row area to serve individuals who no longer require intensive mental health services. On September 9, 2008, the Board of Supervisors approved the Board Letter awarding Emotional Health Association dba SHARE! the contract with DMH to operate the CR-WC in the Skid Row area. The program has been operational since April 2009.
- On March 1, 2009, the Department accomplished the goal of creating a directly operated Wellness Center through the successful transformation of the DMHC outpatient services.
- On June 30, 2009, the newly created DMHC Field Capable Clinical Services (FCCS) team began providing on-site mental health services, integrated with primary healthcare and substance abuse assessment services for clients at the Center for Community Health of Downtown Los Angeles (CCHDLA - formerly known as Leavey Center). The team also has the capacity to provide field services to those clients residing in the area's shelters and single room occupancy hotels.

DMH MHSA funded programs in the Skid Row area serve individuals in need of a variety of mental health and other treatment needs and supports. With the opening of the CCHDLA, CR-WC, the implementation of a DMHC FCCS team, and the transformation of our DMHC outpatient program to a professionally staffed, enhanced Wellness Center, mental health clients in the Skid Row area currently have a vastly enhanced array of wellness and recovery programming to address their individual service needs. Other MHSA funded programs that service the Skid Row area include

the DMHC Full Service Partnership (FSP) program, and the Service Area 4 Navigator Team (SANT 4) which are discussed below. Also included are detailed reports on the performance of the DMHC CRS program and the Department's funding of new housing development, and associated service collaboration efforts.

Full Service Partnership (FSP)

DMHC FSP program was implemented in December 2006 and serves a maximum of 180 consumers. As of December 27, 2011, for which the outcome measures below are compiled, the number of enrollees was at 171 clients. There are an additional seven potential clients that have been recently referred for enrollment and are actively being outreached and engaged for services. Staff continues efforts to identify and enroll clients that require, and have proven to benefit from, the intensity of services provided through FSP. This effort is concurrent with the FSP program evaluating clients that have demonstrated the ability to engage and comply with treatment to programs with lesser levels of programming while still supporting continuing wellness and recovery gains. This latter process has resulted in seven cases being identified for closure. Alternate programming may consist of directly operated Wellness Center services; CR-WC services along with employment and ongoing support from a private mental health provider, and/or other services determined by the individualized needs of those clients. The outcomes described below illustrate the continuing successful efforts of DMHC FSP to reduce homelessness, incarceration, and acute psychiatric hospitalization.

- Days hospitalized in the year prior to enrollment vs. post-enrollment (adjusted for time): 60% decrease (previously, 56% decrease).
- Days homeless in the year prior to enrollment vs. post-enrollment (adjusted for time): 86% decrease (previously, 85% decrease).
- Days incarcerated year prior to enrollment vs. post-enrollment (adjusted for time): 21% decrease (previously, 22% increase).
- 79% of the 171 clients currently enrolled in FSP have been identified with a history of co-occurring mental health and substance abuse/use issue in various stages of recovery, from active or episodic use, to abstinence. Most are actively engaged in appropriate treatment, ranging from 12-Step meetings, and FSP Skid Row Co-Occurring Recovery and Empowerment (SCORE) treatment programming.

Service Area 4 Navigation Team (SANT 4)

SANT 4 covers a wide and diverse area, which includes the Skid Row area. SANT 4 links individuals of all ages to specialized mental health services such as FSP, Assertive Community Treatment (ACT), and Adult Targeted Case Management Services (ATCMS). One of the methods utilized by SANT 4 to accomplish its goals is through the Impact Unit. The Impact Unit serves a critical role in ensuring linkage to community programs and services. Meetings are held semi-monthly to provide Service Area 4's DMH contracted and directly operated programs the opportunity to review individual case referrals and to determine the most appropriate specialized programs (FSP, ACT, and ATCMS) to serve individual consumers.

The goals of SANT 4 are:

- Linkage to housing resources;
- Successful community reintegration for persons with mental illness from institutional settings;
- Provision of services for underserved, unserved and inappropriately served consumers with mental illness through linkage to appropriate type and level of care;
- Reduction in homelessness in the Skid Row area;
- Promotion of MHSA services in the community in collaboration with service providers and community agencies; and
- Successful outreach and engagement efforts by contracted and directly operated programs that identify and link prospective consumers to services.

During the last quarter, SANT 4 received a total of 121 referrals for **Adult** clients (26-59 years of age inclusively) for specialized programming. (See table below for referral location and disposition details.)

ADULT CLIENT REFERRALS			
DISPOSITION	# OF REFERRALS/ LOCATION		
	Non-Skid Row Area	Skid Row Area	
Enrolled in FSP	39	5	
Currently in Outreach and Engagement	18	4	
Referred to Another Service Area	12	1	
Admitted to an Institution for Mental Disease (IMD)	2	0	
Enrolled in an Outpatient Program for Field Capable Clinical Services (FCCS)	13	3	
Declined Specialized Services or did not meet FSP Criteria	15	1	
Not Located During Outreach and Engagement Efforts	7	1	
SUBTOTAL	106	15	
TOTAL ADULT REFERRALS		121	

During the last quarter, SANT 4 received a total of 79 referrals for **Transitional Age Youth (TAY)** clients (16-25 years of age inclusively) for specialized programming. All referrals were from non-Skid Row areas. (See table below for disposition details.)

TAY CLIENT REFERRALS		
DISPOSITION	# OF REFERRALS	
Enrolled in FSP	24	
Currently in Outreach and Engagement	15	
Referred to Another Service Area	11	
Referred to Adult Age Group Services	3	
Referred to Residential Services	1	
Referred to DCFS Wraparound Services	1	
Referred to PEI, FCCS, or other Outpatient Services	9	
Linked to Private Provider	1	
Declined Specialized Services or did not meet FSP Criteria	5	
Not Located During Outreach and Engagement Efforts	2	
Working with SANT to establish Service Eligibility	7	
TOTAL TAY REFERRALS	79	

Permanent Supportive Housing

Consistent with the goal to reduce homelessness and promote wellness and recovery in the Skid Row area, the Department has committed MHSA funding to provide and/or leverage capital development, operating subsidy and service funding for the development of new supportive housing units. Overall, the Department is supporting the development of 781 new units of permanent supportive housing in Skid Row. Through its FSP and WC programs, DMHC has agreed to collaborate with SRO Housing Corporation to provide in-kind supportive services for several of their supportive housing projects in the Skid Row area. Currently, DMHC is providing in-kind supportive services to approximately 89 homeless individuals with a mental illness who are residing at the James Wood Apartments and the Renato Apartments. DMHC has also agreed to provide in-kind supportive services to homeless individuals with a mental illness who will be residing at the proposed SRO Gateways Apartments. This apartment complex will consist of a total of 108 permanent supportive housing apartments which are all efficiency studio units. It is scheduled to open in December 2012. Since the in-kind supportive services will be provided by DMHC, SRO has committed to set aside approximately 53 units for DMHC clients (See Figure 1).

Figure 1

DMHC Supported Units	Number of Units	
Project Name	FSP & WC Supported Units	Total Units
Renato Apartments	58	96
The James Wood Apartments	31	53
The Gateways Apartments	53	108
Total DMHC FSP/WC Supported Units	142	257

Through the MHSA Housing Program, a component of the MHSA Community Services and Supports Plan, the Department has made a local commitment to provide capital development and capitalized operating subsidies for the development of new supportive housing units. As of December 21, 2011, DMH has committed MHSA funds to 35 projects to provide permanent supportive housing. Of these 35 projects, three are located in the Skid Row area creating 133 new permanent housing units for individuals with a mental illness and 333 total supportive housing units (See Figure 2). The remaining 32 projects are distributed throughout the County of Los Angeles with at least one project in each Service Planning Area.

On December 9, 2011, SRO Housing Corporation celebrated the grand opening and leasing of the Ford Apartments that provided 90 new units of supportive housing targeting individuals with a mental illness. The Charles Cobb Apartments, a Skid Row Housing Trust project, opened in December 2009. New Genesis Apartments, another Skid Row Housing Trust project, remain under construction.

Figure 2

MHSA Housing Program	Number of Units	
	MHSA Units	Total Units
Charles Cobb Apartments	25	76
The Ford Apartments	90	151
New Genesis Apartments	18	106
Total MHSA Housing Program Units	133	333

Finally, a Countywide MHSA Housing Trust Fund (HTF) Program of \$10.5 million was established to support the development of new permanent supportive housing for people with psychiatric disabilities. The HTF provides funds for on-site supportive services for supportive housing projects as well as supportive services for scattered site housing projects.

Of the 15 executed Service Agreements for the HTF Program, 12 are in operation. One of the operational service agreements involves both shared housing and scattered site projects. Through the HTF Program, supportive services are being provided to approximately 400 tenants residing in permanent supportive housing. The services being provided assists formerly homeless individuals and their families maintain their housing and pursue their recovery goals. As indicated in Figure 3, two of the Housing Trust Fund Program projects are located in Skid Row. Project Home opened in December 2010. The Rainbow and Abbey Apartments are fully occupied.

Figure 3

HTF Program		
Project	Number of Units	
	HTF Units	Total Units
Project Home	22	71
Rainbow & Abbey Apartments	50	120
Total HTF Units	72	191

Housing Assistance

As indicated in Figure 4, the Department provides financial resources for clients moving into housing from homelessness by paying the security deposit and purchasing the basic essentials to furnish their apartment. During the period July 1, 2011 through September 30, 2011, the Department assisted the following numbers of DMHC clients with securing permanent housing:

Figure 4

Type of Assistance	Number of Clients
Security Deposit at time of Move In	16
Purchasing Household Goods	55
Ongoing Rental Assistance	14
Eviction Prevention	2
Total Clients Assisted	87

Crisis Resolution Services (CRS)

CRS is a short term (60 days or less), outpatient, intensive, clinical and case management program that provides crisis intervention and stabilization for new, returning, or disengaged clients. Services include but are not limited to: emergency shelter, transitional and permanent housing, and referrals for medical and dental services, benefits establishment, intensive case management, psychiatric services, medication, short-term psychotherapy, and crisis intervention.

We are able to report the following information for the period October 1, 2011 through December 31, 2011:

Client Outcomes - 30 Days After Receiving CRS Services	
97.6%	Did Not require Psychiatric Emergency Response
96.8%	Were Not Admitted for Psychiatric Hospitalization
97.8%	Were Not Incarcerated

Since implementation, CRS has:

- **Opened 9,661** (through September 2011) unique episodes;

- **Provided linkage** to emergency, transitional or permanent housing to **25%** of homeless clients on day of screening or intake; and
- **Engaged 24%** of all clients with a co-occurring mental health and substance use/abuse issue(s). As a result, these clients were successfully **enrolled** in professional treatment or peer counseling services. Motivational engagement efforts with the remaining 76% are ongoing.

Within 90 days after initial services from Downtown CRS, 22.7% of the clients were linked to and seen by another outpatient mental health service provider.

CRS provides immediate, frequent, intensive case management for clients and employs a “whatever-it-takes” approach to addressing individual needs, including mental health services, housing, physical health care, and assistance with benefits establishment. Due to its demonstrated success over the past three years, DMH has developed additional CRS programs in each Service Area throughout the county.

Skid Row Management Team (SRMT)

During this past quarter the DMH SRMT continued its ongoing efforts to sustain engagement with community providers and stakeholder groups, including consumers and loft dwellers, to obtain critical input about the many issues affecting the Skid Row area. The SRMT has held bi-monthly meetings of the Skid Row Community Advisory Board (SRCAB) as a vital venue for this community engagement effort. The SRCAB is comprised of Skid Row stakeholders, i.e., housing, health, and social service providers; and residents, including consumers that are dedicated to collaborative and integrative efforts to develop more accessible, and effective social and health care services.

SRMT activities over the past quarter have included:

- Represented DMH in the Center for Community Health of Downtown Los Angeles (formerly called Leavey Center) Clinical and Executive Leadership Team meetings. Other participant agencies are JWCH; Homeless Healthcare of Los Angeles; and County agencies: Departments of Public Health and Health Services;
- Met with representatives of JWCH and CEO Service Integration Branch to continue planning efforts for the implementation of NextGen, an electronic health record at CCHDLA;

- Met with the Executive Director of LAMP, Inc., to plan and coordinate the provision of services with the planned move of that agency's Wellness Center to a new site;
- Hosted and participated in weekly and monthly meetings of the Skid Row (Family) Assessment Team (SRAT) with Department of Children and Family Services (DCFS), Department of Public Social Services (DPSS), Department of Public Health (DPH), and Los Angeles Homeless Services Authority (LAHSA) regarding the ongoing provision of collaborative services to homeless families with minors;
- Facilitated the co-location of DMHC PEI staff at the Center for Community Health of Downtown Los Angeles two days per week;
- Hosted monthly meetings with the Program Heads of SA 4 directly operated programs to coordinate the provision of mental health services throughout the Service Area, including making operational expanded PEI services, Healthy Way L.A. (HWLA), and AB 109 programming;
- Hosted bi-monthly meetings with DMH SRCAB, which is a local forum for consumers, families, service providers, and community representatives to provide the SRMT with information, advice and recommendations regarding the mental health service needs in the Skid Row community;
- Participated in the monthly DMH SA 4 Executive Providers Meetings in collaboration with SA 4 Management Team;
- Participated in the monthly Service Area Advisory Committee (SAAC) meetings for SA 4. SAAC meetings are comprised of community stakeholders, including residents, persons who work in the area, consumers, family members of consumers and social service agencies. The meetings serve to educate the public about the MHSA, including priorities such as PEI, and solicit input and feedback from the public about DMH's implementation of MHSA programs;
- Participated in the Los Angeles City/County Coordinating Council for Homeless Families' monthly working group meetings to implement recommendations of the Los Angeles 10-Year Plan to End Homelessness that are specific to family homelessness, by ending and preventing family homelessness via increased interagency collaboration and service delivery, and increasing access to housing. The work group is exploring ways to address the increase in family homelessness due to the current mortgage and foreclosure crisis;

- Continued participation in the Central Library Project, a weekly outreach and engagement service with the Los Angeles City Library in downtown Los Angeles which to date has provided information to over 600 prospective mental health clients who frequent that site;
- Continued technical assistance at the full MHSA transformation of HMHC to enhance the effectiveness of MHSA programming to be offered to that community, such as CRS, and a range of PEI evidenced based practices;
- Concluded the direct involvement of DMH staff in La Placita Project, facilitating a successful transition of mental health outreach and engagement efforts to the Latino Behavioral Health Institute Promotores staff. In conjunction with the First District other founding participating agencies (Adult Protective Services, Los Angeles Homeless Services Authority, TeleCare FSP, and the DPSS) continue to conduct outreach, engagement, and service provision, including housing, benefits establishment assistance, and mental health services to homeless individuals in and around the old Plaza Church. The project housed 78 individuals.

SRMT continues to work collaboratively with area stakeholders, service providers, and residents to enhance mental health services, and related programming and supports for homeless persons in the Skid Row area.

Summary

In summary, the Department of Mental Health is committed to enhance and increase innovative community based mental health services, housing, effective stakeholder collaborations, and other related services in the Skid Row area through the development of newly funded MHSA programs, and the transformation of existing services. Most recently this has included the implementation of FCCS at the CCHDLA, a private and public partnership offering fully integrated medical and behavioral health services; the opening of the SHARE! Client Run Wellness Center; collaboration with SRO Housing Corporation's James M. Wood Apartments, providing on-site mental health services to residents, and coordinating supportive services at the Renato and the recently opened Ford Apartments; the continuation of the Los Angeles Library Outreach; and concluding the highly successful leadership of La Placita Project which targeted identification of homeless individuals and linking them to mental health and other critical services. DMH programming in the Skid Row area has become a model for effective, integrated and collaborative services countywide. These programs are dedicated to reducing homelessness for individuals with mental illness and breaking the costly cycle of emergency or inpatient psychiatric care, and/or incarceration, while promoting recovery and successful community reintegration.

- Continued technical assistance at the full MHSA transformation of HMHC to enhance the effectiveness of MHSA programming to be offered to that community, such as CRS; and PEI Crisis Oriented Recovery Services (CORS).
- Continued its leadership role in the La Placita Project, in conjunction with the First District to coordinate the efforts of the participating agencies (Adult Protective Services, Los Angeles Homeless Services Authority, TeleCare FSP, and the DPSS) to conduct outreach, engagement, and service provision, including housing, benefits establishment assistance, and mental health services to homeless individuals in and around the old Plaza Church. Also, engaged in on-site training of Latino Behavioral Health Institute's Promotoras staff to conduct outreach and engagement services. To date the project has housed 70 individuals.

SRMT continues to work collaboratively with area stakeholders, service providers, and residents to enhance mental health services, and related programming and supports for homeless persons in the Skid Row area.

Summary

In summary, the Department of Mental Health is committed to enhance and increase innovative community based mental health services, housing, effective stakeholder collaborations, and other related services in the Skid Row area through the development of newly funded MHSA programs, and the transformation of existing services. Most recently this has included the implementation of FCCS at the CCHDLA, a private and public partnership offering fully integrated medical and behavioral health services; the opening of the SHARE! Client Run Wellness Center; collaboration with SRO Housing Corporation's James M. Wood Apartments, providing on-site mental health services to residents, and coordinating supportive services at the Renato and the soon to be opened Ford Apartments; the continuation of the Los Angeles Library Outreach; and assuming leadership of La Placita Project which both target identification of homeless individuals and linking them to mental health and other critical services. In June, 2011 La Placita Project was awarded a National Association of Counties (NACo) Achievement Award. DMH programming in the Skid Row area has become a model for effective, integrated and collaborative services countywide. These programs are dedicated to reducing homelessness for individuals with mental illness and breaking the costly cycle of emergency or inpatient psychiatric care, and/or incarceration, while promoting recovery and successful community reintegration.



LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH
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MARVIN J. SOUTHARD, D.S.W.
Director

ROBIN KAY, Ph.D.
Chief Deputy Director

RODERICK SHANER, M.D.
Medical Director

October 11, 2012

TO: Each Supervisor

FROM: Marvin J. Southard, D.S.W.
Director 

SUBJECT: **MENTAL HEALTH SERVICES ACT SKID ROW SERVICES
QUARTERLY REPORT – OCTOBER 2012**

This memo provides the latest status report regarding continuing Mental Health Services Act (MHSA) funded programs in the Skid Row area in response to your Board's April 3, 2007, motion instructing the Department of Mental Health (DMH) to take several actions related to efforts to reduce homelessness in Skid Row in coordination with communities outside of Skid Row.

Your Board instructed DMH to provide a quarterly progress report on the MHSA community-based services and supports planned for Skid Row including:

- Progress on implementation of programs planned for Skid Row, including Service Area Navigator Teams, Crisis Resolution Services, Full Service Partnerships, Wellness Centers, and the development of housing options;
- Tracking outcome measures for MHSA funded programs in the Skid Row area; and
- Tracking the number of clients who refuse medical treatment for alcohol and drug abuse.

We will continue to provide quarterly reports as instructed.

MJS:TB:LAH:mb

Attachment

c: Sachi A. Hamai, Executive Officer

**LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH
MENTAL HEALTH SERVICES ACT
SKID ROW SERVICES PROGRESS REPORT**

October 11, 2012

On April 3, 2007, the Board of Supervisors approved the Department of Mental Health's (DMH) request to utilize Mental Health Services Act (MHSA) funding to implement programs to reduce homelessness and promote wellness and recovery in the Skid Row area. Since that time, the Department has implemented the following programs:

- Skid Row Management Team (SRMT) provides overall administration, management and coordination of existing services and the development of new services in collaboration with local stakeholder planning groups.
- Crisis Resolution Service (CRS) at the Downtown Mental Health Center (DMHC) which provides short term, intensive mental health and supportive services, including comprehensive assessment, medication evaluation and management, emergency shelter placement, and the initiation of benefits establishment.
- Client Run Wellness Center (CR-WC) for the Skid Row area to serve individuals who no longer require intensive mental health services. On September 9, 2008, the Board of Supervisors approved the Board Letter awarding Emotional Health Association dba SHARE! the contract with DMH to operate the CR-WC in the Skid Row area. The program has been operational since April, 2009.
- On March 1, 2009, the Department accomplished the goal of creating a directly operated Wellness Center through the successful transformation of the DMHC outpatient services.
- On June 30, 2009, the newly created DMHC Field Capable Clinical Services (FCCS) team began providing on-site mental health services, integrated with primary healthcare and substance abuse assessment services for clients at the Center for Community Health of Downtown Los Angeles (CCHDLA - formerly known as Leavey Center). The team also has the capacity to provide field services to those clients residing in the area's shelters and single room occupancy hotels.
- Prevention and Early Intervention (PEI) programming which provide evidence based services to persons with less serious mental health issues were initiated at the DMHC main clinic in 2011.

DMH MHSA funded programs in the Skid Row area serve individuals in need of a variety of mental health and other treatment needs and supports. With the opening of the CCHDLA, CR-WC, the implementation of a DMHC FCCS team, the transformation of our DMHC outpatient program to a professionally staffed, enhanced Wellness Center, and most recently with the addition of PEI programming, mental health clients in the Skid Row area currently have a vastly enhanced array of wellness and recovery programming to address their individual service needs. Other MHSA funded programs that service the Skid Row area include the DMHC Full Service Partnership (FSP) program, and the Service Area 4 Navigator Team (SANT 4) which are discussed below. Also, included are detailed reports on the performance of the DMHC CRS program and the Department's funding of housing development, and associated service collaboration efforts.

Full Service Partnership (FSP)

DMHC FSP was implemented in December 2006 as the first MHSA funded program in the Skid Row area. Utilizing a field based approach and doing "whatever it takes" DMHC FSP has continued to realize positive outcomes with clients having a history of chronic homelessness, high incarceration and/or high acute hospitalization rates. As of September 17, 2012, the number of enrollees was at 153 clients. There are an additional 10 potential clients that staff are actively outreaching to. We expect that this number will increase due to the recent dedicated efforts with: Operation Healthy Streets and the Spring Street Encampment Project. As clients progress in their recovery they are "stepped down" to less intensive services, such as Wellness Center services; CR-WC services along with employment and on-going support from a private mental health provider; and/or other services determined by the individualized needs of those clients. Illustrated below are the continuing successful efforts of DMHC FSP to reduce homelessness, incarceration, and acute psychiatric hospitalization rates with its clients.

OUTCOMES		
Measures	This Quarter	Last Quarter
Days hospitalized in the year prior to enrollment vs. post-enrollment (adjusted for time)	59% decrease	70% decrease
Days homeless in the year prior to enrollment vs. post-enrollment (adjusted for time)	86% decrease	86% decrease
Days incarcerated in the year prior to enrollment vs. post-enrollment (adjusted for time)	36% decrease	35% decrease
Percentage of enrolled clients identified with a history of co-occurring mental health and substance abuse/use issue in various stages of recovery, from active or episodic use, to abstinence. Most are actively engaged in appropriate treatment, ranging from 12-Step meetings, and FSP Skid Row Co-Occurring Recovery and Empowerment (SCORE) treatment programming.	92%	88%

Service Area 4 Navigation Team (SANT 4)

SANT 4 covers a large and diverse area, from West Hollywood to Boyle Heights, which includes the Skid Row area. SANT 4's mission is to link individuals of all ages to specialized mental health services such as FSP, Assertive Community Treatment (ACT) and Adult Targeted Case Management Services (ATCMS). One of the methods utilized by SANT 4 to accomplish its goals is through the Impact Unit. The Impact Unit serves a critical role in ensuring linkage to appropriate community-based programs and services. The Impact Unit meets semi-monthly with the Service Area 4's DMH contracted and directly operated programs to review individual client referrals and to determine the most appropriate specialized programs (FSP, ACT, and ATCMS) to serve those clients.

The goals of SANT 4 are:

- Linkage to housing resources;
- Successful community reintegration for persons with mental illness from institutional settings;
- Provision of services for underserved, unserved and inappropriately served consumers with mental illness through linkage to appropriate type and level of care;
- Reduction in homelessness in the Skid Row area;
- Promotion of MHSA services in the community in collaboration with service providers and community agencies; and
- Successful outreach and engagement efforts by contracted and directly operated programs that identify and link prospective consumers to services.

During the last quarter, SANT 4 has received a total of 126 referrals for adult clients, (26-59 years of age inclusively) for specialized programming. (See Table 1 for referral location and disposition details.)

Table 1

ADULT CLIENT REFERRALS		
DISPOSITION	# OF REFERRALS/ LOCATION	
	Non-Skid Row Area	Skid Row Area
Enrolled in FSP	44	7
Currently in Outreach and Engagement	29	3
Referred to Another Service Area	10	0
Sent to Older Adult	2	0
Enrolled in an Outpatient Program for Field Capable Clinical Services (FCCS)	13	0
Declined Specialized Services	1	0
Did Not Meet Criteria	5	0
Pending Assignment	11	1
SUBTOTAL	115	11
TOTAL ADULT REFERRALS	126	

During the last quarter, SANT 4 has received a total of 77 referrals for **Transition Age Youth (TAY)** clients (16-25 years of age inclusively) for specialized programming. All referrals were from non-Skid Row areas. (See Table 2 for disposition details.)

Table 2

TAY CLIENT REFERRALS	
DISPOSITION	# OF REFERRALS
Currently in Outreach and Engagement	15
Enrolled in FSP	21
Cancelled (Lost During O&E, Declined Services, or Withdrawn)	12
Dis-enrolled from FSP during the Quarter	1
Referred to Field Capable Clinical Services (FCCS)	8
Referred to Another Service Area	3
Referred to Adult FSP	1
Referred to School-Based Services	1
Linked to Residential Treatment	1
Referred to DCFS WRAP	0
Linked to Outpatient Services	3
Client Incarcerated Prior to Referral to FSP	0
Assigned to Navigation	2
AWOL Prior to Case Assignment	2
Refused Services Prior to O&E	0
Pending FSP Slot Opening	7
TOTAL TAY REFERRALS	77

Permanent Supportive Housing

Consistent with the goal to reduce homelessness and promote wellness and recovery in the Skid Row area, the DMH has committed MHSA funding to provide and/or leverage capital development, operating subsidy, and service funding for the development of new supportive housing units. Overall, the DMH has supported the development of 675 new units of permanent supportive housing in the Skid Row area. The DMHC FSP and WC programs have collaborated with SRO Housing Corporation to provide in-kind supportive services for several of their supportive housing projects in the Skid Row area. Currently, the aforementioned DMHC programs are providing in-kind supportive services to approximately 89 homeless clients with a mental illness who are residing at the James Wood Apartments and the Renato Apartments. The DMHC programs have also agreed to provide in-kind supportive services to homeless individuals with a mental illness who will be residing at the proposed SRO Gateways Apartments. This apartment complex will consist of a total of 108 permanent supportive housing apartments which are all efficiency studio units. It is scheduled to open in December 2012. Since the in-kind supportive services will be provided by DMHC, SRO has committed to set aside approximately 53 units for DMHC clients (See Figure 1).

Figure 1

DMHC Supported Units		Number of Units	
Project Name		FSP & WC Supported Units	Total Units
Renato Apartments		58	96
The James Wood Apartments		31	53
The Gateways Apartments		53	108
Total DMHC FSP/WC Supported Units		142	257

Through the MHSA Housing Program, a component of the MHSA Community Services and Supports Plan, the DMH has made a local commitment to provide capital development funds and capitalized operating subsidies for the development of new supportive housing units. As of June 2012, the DMH had committed MHSA funds to 33 projects to provide permanent supportive housing. Of the 33 projects, two are located in the Skid Row area. The Charles Cobb Apartments opened in December 2009, and the Ford Apartments opened in December 2011 (See Figure 2). The other 31 projects are distributed throughout the County of Los Angeles with at least one project in each Service Planning Area.

Figure 2

MHSA Housing Program	Number of Units	
	MHSA Units	Total Units
Charles Cobb Apartments	25	76
The Ford Apartments	90	151
Total MHSA Housing Program Units	115	227

Finally, a Countywide MHSA Housing Trust Fund (HTF) Program of \$10.5 million was established to support the development of new permanent supportive housing for people with psychiatric disabilities. The HTF provides funds for on-site supportive services for supportive housing projects as well as supportive services for scattered site housing projects. The services being provided assists formerly homeless individuals and their families maintain their housing and pursue their recovery goals. As indicated in Figure 3, two of the Housing Trust Fund Program projects are located in Skid Row. Both projects are fully occupied.

Figure 3

HTF Program		
Projects	Number of Units	
	HTF Units	Total Units
Project Home	22	71
Rainbow & Abbey Apartments	50	120
Total HTF Units	72	191

Housing Assistance

As indicated in Figure 4 below, the DMH provides financial resources for clients moving into housing from homelessness by paying the security deposit and purchasing the basic essentials to furnish their apartment. During the period of July 1, 2012, through September 30, 2012, the Department assisted 33 DMHC clients with securing permanent housing. See Figure 4.

Figure 4

Type of Assistance	Number of Clients
Security Deposit at time of Move-In	12
Purchasing Household Goods	19
Ongoing Rental Assistance	2
Eviction Prevention	0
Total Clients Assisted	33

Crisis Resolution Services (CRS)

DMHC CRS is a short term (60 days or less), outpatient, intensive, clinical and case management program that provides crisis intervention and stabilization for new, returning, or disengaged clients. Services include but are not limited to: emergency shelter, transitional and permanent housing, and referrals for medical and dental services, benefits establishment, intensive case management, psychiatric services, medication, short-term psychotherapy, and crisis intervention.

In Figure 5, we are able to report the following information for the period April 1, 2012, through June 30, 2012. Figure 6 illustrates the success of the DMHC CRS program since its implementation in 2007.

Figure 5

DMHC CRS Outcomes - 30 Days after Receiving Services	
Measure	Result
Percentage of clients not requiring psychiatric emergency services	99.4
Percentage of clients not admitted to Inpatient Psychiatric Hospital	97.8
Percentage of clients not incarcerated	98.6

And within 90 days after initially presenting for services from Downtown CRS, 22.2% of clients were successfully linked to and seen by another outpatient mental health service provider.

Figure 6

DMHC CRS Outcomes – Since Implementation	
Measure	Result
Total number of cases opened through June 2012.	11,348
Percentage of homeless clients linked to emergency, transitional or permanent housing on day of screening or intake.	40%
Percentage of clients with a co-occurring mental illness and substance use disorder successfully enrolled in treatment.	20%*

* The remaining 80% are being engaged by staff using Motivational Interviewing to encourage them to consider treatment options.

CRS provides immediate, frequent, intensive case management for clients and employs a “whatever-it-takes” approach to addressing individual needs, including mental health services, housing, physical health care, and assistance with benefits establishment. Due to its demonstrated success over the past five years, DMH has developed additional CRS programs in each Service Area throughout the county.

Skid Row Management Team (SRMT)

During this past quarter the DMH SRMT has begun the coordination of mental health services in two distinct outreach and engagement efforts in the downtown area. One is in conjunction with Operation Healthy Streets, which is collaboration with LAPD Central Division, Central City East Association (CCEA), Los Angeles Homeless Services Authority (LAHSA) and L. A. County Department of Public Health aimed at outreaching to, and assisting encamped homeless individuals with mental illness and other needs get linked to DMHC services which include housing services. The second project, at the direction of Supervisor Molina's office, is targeting encamped homeless individuals on Spring Street near the old Plaza Church. SRMT is continuing its ongoing efforts to sustain engagement with community providers and stakeholder groups, including consumers and loft dwellers, to obtain critical input about the many issues affecting the Skid Row area. The SRMT has held bi-monthly meetings of the Skid Row Community Advisory Board (SRCAB) as a vital venue for this community engagement effort. The SRCAB is comprised of Skid Row stakeholders, i.e., housing, health, and social service providers; and residents, including consumers that are dedicated to collaborative and integrative efforts to develop more accessible, and effective social and health care services.

SRMT activities over the past quarter have included:

- Attended four meetings with Louisa Ollague, Deputy to Supervisor Gloria Molina; Michael Castillo, CEO Homeless Services; George Yu, Chinatown Business Improvement District; Captain Horace Frank, LAPD Central Division; and others to plan and implement the Spring Street Outreach and Engagement Project. To date over 30 potential mental health clients identified;
- Met with representatives of LAHSA, PATH, and DMHC FSP, DMHC WC, and DMH Housing Division to plan and implement Home for Good Project which will make available a minimum of 25 Homeless Section 8 vouchers to be utilized with clients identified in the Operations Healthy Streets Outreach Project;
- Represented DMH in the Center for Community Health of Downtown Los Angeles Clinical and Executive Leadership Team meetings. Other participant agencies are JWCH; Homeless Healthcare of Los Angeles; and County agencies: Departments of Public Health and Health Services;
- Hosted and participated in weekly and monthly meetings of the Skid Row (Family) Assessment Team (SRAT) with Department of Children and Family Services (DCFS), Department Public Social Services (DPSS), Department of Public Health (DPH), and Los Angeles Homeless Services Authority (LAHSA) regarding the ongoing provision of collaborative services to homeless families with minors;

- Hosted monthly meetings with the Program Heads of SA 4 directly operated programs to coordinate the provision of mental health services throughout the Service Area, including the planning and implementation of expanded Prevention and Early Intervention (PEI) services, Healthy Way LA (HWLA), and AB 109 programming;
- Hosted bi-monthly meetings with DMH SRCAB, a local forum for consumers, families, service providers, and community representatives to provide the SRMT with information, advice, and recommendations regarding the mental health service needs in the Skid Row community;
- Participated in the monthly DMH SA 4 Executive Providers Meetings in collaboration with SA 4 Management Team;
- Participated in the monthly Service Area Advisory Committee (SAAC) meetings for SA 4. SAAC meetings are comprised of community stakeholders, including residents, persons who work in the area, consumers, family members of consumers, and social service agencies. The meetings serve to educate the public about the MHSA, including priorities such as PEI, and solicit input and feedback from the public about DMH's implementation of MHSA programs;
- Continued participation in the Central Library Project, a weekly outreach and engagement service with the Los Angeles City Library in downtown Los Angeles which to date has provided information to over 800 prospective mental health clients who frequent that site; and
- Continued provision of technical assistance to the three DMHC program sites and community partners in the Skid Row area to enhance the effectiveness of MHSA programming.

Summary

The Department of Mental Health has continued its efforts to work with Skid Row area stakeholders to build on the programming it has implemented through the passage of the Mental Health Services Act in 2004. This has been accomplished not only by expanding County run services, but through the growth of contracted mental health programming, grants to housing providers, and more effective partnering with other agencies aimed at creating a coordinated continuum of care that addresses the needs of the entire person: mental health, medical, housing, educational, benefits establishment, employment readiness, as well as other health and social services needs. This smarter approach to delivering services has resulted in sustained, measurable improvement in client wellness and recovery outcomes, and breaks the costly cycle of emergency or inpatient psychiatric care and/or incarceration. DMH programs in the Skid Row area are a model of what can be achieved in addressing the needs of homeless clients with mental health and other needs.